

# FINANCIAL TIMES

## Russian election

Two visions  
for the future

Europe, Page 12

World Business Newspaper



## Age discrimination

Over 50s in trouble  
throughout Europe

Management, Page 10



## Arab summit

All eyes  
on Syria

Page 5



## TOMORROW'S Weekend FT

The birth of  
the leisure ethic

## EU's Florence summit to focus on unemployment

European Union leaders will attempt to focus on Europe's 15m unemployed and the stalled conference on the future political shape of the continent at the two-day leaders' summit beginning in Florence, Italy, today. The crisis over British beef had threatened to dominate proceedings but Italy, which holds the EU presidency, was confident the dispute was close to being settled. Florence talks await UK's ceasefire, Page 3; Time to strike a deal, Page 12; Observer, Page 13

**Bonn and Paris warned over Emu** The Organisation for Economic Co-operation and Development said France and Germany need to work harder at cutting government borrowing if they are to meet targets for joining a single European currency, Page 14

**US threat to block Boutros-Ghali** The US may use its veto to block Boutros-Ghali taking up a second five-year term as United Nations secretary-general, Page 5; Observer, Page 13

**India rejects global nuclear pact** India said it would not sign a global nuclear test ban treaty but would not block the treaty negotiations due to end next week, Page 14

**Renault to quit Formula One** French vehicles group Renault will quit Formula One grand prix motor racing at the end of next season, after eight seasons - leaving the leading Williams and Benetton teams to seek new engine suppliers, Page 16

**Flash floods kill eight in Italy**



At least eight people were killed after swollen rivers swept away cars, flooded houses and cut off villages in western Tuscany. Police recovered the bodies of several people buried in mudslides in the provinces of Lucca and Massa after the worst flooding since 50 people were killed in 1994.

**Coca-Cola in talks with Carlsberg** Coca-Cola is negotiating with Carlsberg, the Danish beer group, over co-operation in Sweden and Norway after severing its ties earlier this week with Pilsner Rines of Norway, Page 15

**Canal Plus to end Bertelsmann deal** French pay-television group Canal Plus plans to end an "exclusive" arrangement with Bertelsmann to develop subscription TV throughout Europe, saying the German media group had breached the agreement, Page 15

**Lloyds of London** has agreed a bank loan facility worth up to £500m (\$600m) to help fund its ambitious recovery plan - including any shortfalls caused by the legal action in the US, Page 7

**Clinton maintains poll lead** A Washington Post/ABC News survey showed President Bill Clinton leading the likely Republican nominee Bob Dole by 30 points, disappointing Republicans hoping that the Whitewater affair and other problems for the White House had damaged Mr Clinton's chances of re-election in November, Page 6

**China warns Germany over criticism** China warned Germany that relations would become more difficult after the lower house of parliament criticised China's human rights record and "the violent suppression of Tibet", Page 2

**Move to save shipbuilding deal** US trade partners are attempting to salvage an international agreement to curb shipbuilding subsidies, threatened by US Congress approval of legislation which would undermine some provisions, Page 3

**Nigerian state leader killed in air crash** Eleven people, including the military administrator of Nigeria's Kano state, Colonel Mohammed Wase, were killed when their jet crashed near the central Nigerian city of Jos as it was preparing to land. Nigerian parties apply to register with military, Page 5

**England hit back** England's cricket team recovered from a shaky start to score 238-5 on the first day of the second cricket Test against India at Lord's, London. Graham Thorpe was top scorer with 85 not out. England are 1-0 up in the three-match series.

STOCK MARKET INDICES		GOLD	
New York Composite	5,538.11 (+24.24)	New York Gold	328.5 (286.5)
Dow Jones Ind. Av.	1,154.89 (+24.24)	London Gold	328.4 (286.5)
NASDAQ Composite	2,077.06 (+23.62)	Close	328.4 (286.5)
Europe and Far East	2,034.67 (+14.52)		
DAX	2,034.67 (+14.52)		
FT-SE 100	2,034.67 (+14.52)		
Nikkei	22,437.30 (+89.94)		

US LUNCHTIME RATES	
Federal Funds	5.75%
3-mth Treas. Bill	5.25%
Long Bond	7.13%
Yield	7.13%

OTHER RATES	
3-mth Libor	5.75%
6-mth Libor	5.75%
12-mth Libor	5.75%
3-mth Euribor	5.75%
6-mth Euribor	5.75%
12-mth Euribor	5.75%

NORTH SEA OIL (August)	
Brent Crude	18.42

## Attempt to derail election feared after arrest of presidential staff

# Yeltsin fires three top Kremlin hardliners

By Chrystia Freeland  
and John Thornhill in Moscow

Russian president Boris Yeltsin yesterday crushed the hardline faction in the Kremlin, unexpectedly sacking the three top hawks in his administration, including his closest personal friend and chief bodyguard.

Mr Yeltsin's liberal supporters, who have been locked in a bitter struggle with the hardliners for the past five years, celebrated the dismissals and said the move would guarantee the president's re-election on July 3.

But Mr Gennady Zyuganov, the Communist challenger for the presidency, was also in a jubilant mood, predicting that the upheaval in the Yeltsin camp would revive his own fading electoral fortunes.

The startling political realignment reflects the emergence of a new star in the Kremlin, Mr Alexander Lebed, who finished in third place in the first round of presidential voting last Sunday and joined the government this week. The popular retired general played a decisive role in yesterday's drama.

The catalyst for the shake-up was the bizarre detention of two prominent members of Yeltsin's campaign staff by uniformed presidential guards.

The aides were picked up on Wednesday evening in the grounds of the White House, the presidential residence.

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A real choice for Russia Page 12  
Editorial Comment Page 13

government headquarters, and held for 11 hours, allegedly because they were carrying \$500,000 in cash in a suitcase.

But Russia's leading liberals, who feared the arrests were the prelude to a hardline effort to derail the second round of voting, rallied to the men's defence, publicising the situation in night-time television broadcasts.

One of the most influential voices was that of Mr Lebed, who took to the airwaves at 3.30am, warning in his trademark growl: "Attempts are being made to wreck the second round, that is my first impression... Any mutiny will be crushed, and



Alexander Lebed in Moscow yesterday. The popular retired general had a decisive role in the events, remarking at one stage: 'Any mutiny will be crushed, and crushed with extreme severity.'

crushed with extreme severity."

The two detained campaign staffers were released early yesterday morning, but the serious political fallout did not come until the afternoon, when Mr Yeltsin appeared briefly on television to announce he was sacking the three hardliners who have been among his closest political allies.

Those sacked were: Mr Oleg Soskovets, first deputy prime minister and leader of the defence industry lobby; General Alexander Korzhakov, the chief of the presidential guard and Mr Yeltsin's regular bath-house companion; and General Mikhail Bar-

sukov, the head of the Federal Security Service, the revamped successor to the KGB which was behind the recent expulsion of several British diplomats from Moscow.

Mr Anatoly Chubais, the architect of Russia's mass privatisation drive who was ignominiously dropped from the cabinet earlier this year but has re-emerged as one of the leading figures in Mr Yeltsin's election campaign, hailed the moves as a triumph for democracy and market reforms.

"I am profoundly convinced that the victor in the July 3 elections will be not just President

Yeltsin, but a new Yeltsin, with a renovated team capable of leading Russia to the year 2000," he said.

However, Communist leaders, who have appeared pessimistic about their electoral prospects following Mr Yeltsin's slight lead on Sunday, appeared equally confident that the turmoil in the Kremlin would guarantee them victory.

"It seems that Mr Yeltsin has realised he has no chances in the elections and so he and his team have decided to engage in court politics... and are turning all the country into a comedy show," said Mr Zyuganov.

## China to move on currency convertibility

By Tony Walker in Beijing

China is to make its currency convertible by the end of this year, well ahead of a previous target of 2000.

Mr Doug Scott, chief representative in Beijing of the International Monetary Fund, described China's announcement yesterday as "an important step forward". He said it reflected the government's confidence in stabilisation measures introduced in mid-1993 to curb inflation and preserve robust economic growth.

Convertibility on the current account will facilitate trade financing, remittances of profits and payments for services such as shipping, insurance and banking, including dividend and interest payments.

## Year-end target set for 'important step forward'

China has not indicated when its currency might be convertible on the capital account for purposes such as investment. IMF representatives believe it will be "some years" before the Chinese yuan is freely tradeable internationally.

Mr Dai Xiangdong, governor of the People's Bank of China, the central bank, also announced that an experiment introduced in April to ease foreign exchange transactions by foreign funded enterprises would be extended throughout China by the end of the year.

At present, the experiment permits such firms in Shanghai, Dalian, Shenzhen and Jiangsu, east of Shanghai, to buy and sell for-

sign exchange through the banking system.

Foreign-funded ventures in other locations are obliged to secure foreign currency at "swap centres" and not through the banks. Trading is strictly monitored by the State Administration of Exchange Control (SAEC) which subjects enterprises to an annual "foreign exchange audit".

China's decision to move earlier to currency convertibility on the current account should help facilitate equity investments in infrastructure especially those involving build-operate-transfer (BOT) schemes. Among impediments have been worries about securing foreign exchange guarantees for remitting profits.

The central bank governor said earlier this month that China planned to make its currency convertible in time for a joint meeting of the IMF and World Bank to be held in Hong Kong later next year. Beijing wished to comply with the IMF's Article 8 which specifies requirements for convertibility.

Mr Dai said current account convertibility would help promote China's foreign trade and would also be conducive to China's efforts to attract more foreign investment. It would also boost the public's confidence in the stability of the yuan.

China's foreign exchange reserves reached \$85bn at the end of May compared with \$21.2bn at the end of 1993. China's foreign debt stands at \$110bn.

## Westinghouse to acquire 44 radio stations in \$3.8bn deal

By Richard Waters in New York

Westinghouse Electric yesterday took another step in its transformation from a broad-based industrial conglomerate to a pure media company with the announcement that it would pay \$3.8bn in stock to acquire the biggest radio group in the US.

Infinity, which has extended its own reach through a string of acquisitions of its own, will bring the company 44 radio stations, lifting its total to 83. Some 69 of these will be in the country's 10 biggest advertising markets.

The deal is the latest in a string of multi-billion dollar takeovers to have been sparked by this year's Telecommunications Act, which lowered or removed barriers to competition in the US telephone and media industries.

The act, passed in February, removed the restrictions on radio station ownership to allow companies to control up to eight stations in each local market.

The acquisition will lift

Westinghouse's radio advertising revenues to \$1bn a year, or around 6 per cent of the total industry. That will make it as large as the next four biggest radio station owners combined, said Westinghouse adviser.

However, the company does not expect US antitrust authorities to object to the deal. Radio accounts for only 7 per cent of all US advertising revenues, and is a highly fragmented industry, said Mr Mel Karmazin, chairman of Infinity.

By controlling a number of stations in the same market, Westinghouse said it expected to be able to attract a bigger share of the advertising available, and to be able to compete better with newspapers for advertising spending. Radio industry advertising revenues are reckoned to be growing at around 10 per cent a year, faster than the 7 per cent growth rate in US advertising spending generally.

For Mr Michael Jordan, Westinghouse chairman, the

acquisition represents a second opportunistic move in less than a year to become a significant force in the US broadcast industry.

Last summer, Mr Jordan terminated a \$5.4bn acquisition of CBS, the network television group. Together with the Infinity acquisition, that has helped make Westinghouse the biggest owner of television and radio stations in the US.

Mr Jordan yesterday said that Westinghouse would continue to focus on being a distributor of programmes, rather than a producer. Just two weeks ago, Westinghouse said it was considering a separation of its broadcasting and industrial businesses, in part to give its broadcasting business a better currency to mount future acquisitions.

Despite the Telecommunications Act, Westinghouse will still need dispensation from the Federal Communications Commission to complete the deal.

Lex, Page 14

## News Corp breaks into Japan with stake in TV group

By Michio Nakamoto in Tokyo

News Corp is to become the first foreign media company to acquire a large holding in a Japanese broadcaster by taking a stake in Asahi National Broadcasting.

The Australian media company headed by Mr Rupert Murdoch is setting up a joint venture company with Softbank, a Japanese personal computer software wholesaler, to buy 21.4 per cent of the Japanese TV station.

The two companies are paying ¥41.75bn (\$333m) to acquire the stake, from Obunsha Media, a stock holding company owned by Obunsha, a Japanese publisher. Their venture will be the largest shareholder in Asahi.

The move could help News Corp's ambitions in the Japanese market. Last week it said it would launch a digital satellite broadcasting service, offering at least 100 channels, in Japan within two years.

For that project to succeed, Mr Murdoch needs the co-operation of Japanese broadcasters in order to provide programmes suited to the Japanese market.

The purchase is the first time a foreign media company has taken a large stake in a Japanese broadcaster. Although the foreign shareholdings in Nippon Television Network and Tokyo Broadcasting System - both of which are publicly listed companies - amount to 18.6 per cent and 19.8 per cent respectively, no foreign media company is known to own a large stake in either company.

Japanese law prohibits foreigners from owning more than 20 per cent of a broadcaster. However, the Ministry of Posts and Telecommunications, which has jurisdiction over broadcasting, said it did not believe the acquisition would breach Japanese law.

News Corp is acquiring half the 21.4 per cent stake and is doing so through a joint venture company which is likely to be established in Japan and therefore considered a Japanese concern.

Asahi, which broadcasts

Continued on Page 14

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## NEWS: EUROPE

# John Thornhill and Chrystia Freeland on a night of Russian drama

## Showdown in the Kremlin dark

When he voted at school number 1130 in a Moscow suburb in Russia's election for president on Sunday, Mr Boris Yeltsin was flanked by two of his most enduring political allies: Mr Alexander Korzhakov, his chief bodyguard-cum-confidant, and Mr Mikhail Barsukov, head of the FSB, heir to the feared KGB.

Just four days later, after an extraordinary upheaval in the Kremlin, Mr Yeltsin abruptly sacked both men yesterday amid allegations that they were planning to postpone the second round of the elections and use force to retain power.

Mr Yeltsin also dumped their "spiritual mentor" Mr Oleg Soskovets, a deputy prime minister and the second most senior minister in his government.

At one stroke, the president eliminated a powerful and allegedly corrupt clique which has dominated the Kremlin for the past four years, backed the military invasion of Chechnya, and badly tarnished the president's reputation.

The liberal wing among Mr Yeltsin's aides, which has been battling with periodic success to prise the president from this clique's clutches, was quick to proclaim an historic victory. Democratic principles had triumphed over the threat of authoritarian force just two weeks before the critical second round of the presidential elections, they claimed.

Mr Anatoly Chubais, the former privatisation minister, who remains a leading liberal member of Mr Yeltsin's team, said: "This event marks the final stage of a long and arduous struggle, the struggle between that part of Yeltsin's administration which worked to ensure Yeltsin's victory in a democratic election and that part of Yeltsin's administration which preferred to use force."

The final act of this factional struggle began on Wednesday night when members of Mr Korzhakov's presidential security guard seized two of Mr Yeltsin's senior campaign aides outside the White House, the government headquarters.

The two men, Mr Arkady



General Mikhail Barsukov, four-star general spent entire career in security services, first in Soviet KGB and then as head of Federal Security Service, the revamped Russian KGB, from 1995. Arch hardliner thought to be behind the recent expulsion of nine British diplomats.



General Alexander Korzhakov, barely 46-year-old ex-KGB agent, one of president's closest friends, giving him greater influence over Yeltsin than official role as chief of the presidential guard. Sided with Yeltsin even during dangerous period when he was forced out of politburo by Gorbachev.



Oleg Soskovets, former manager of Kazakhstan metalurgical plant and a first deputy prime minister since 1993. One of the headline troika that included Korzhakov and Barsukov. Powerful voice for defence sector and industry and connected with many top Russian industrial managers.

of the opening minutes of the session showed Mr Barsukov, the FSB chief, shifting uneasily on his chair to Mr Yeltsin's right.

Mr Lebed later protested that the meeting had not discussed the incident at the White House.

But two hours later, after meeting with both Mr Korzhakov and Mr Chubais, the president announced on television that he was sacking the three men who had once been his close personal friends.

"They had taken too much and given too little," Mr Yeltsin said, cryptically.

Mr Chubais emerged from the Kremlin to give a triumphant press conference at which he proclaimed the birth of a new democratic Yeltsin administration. Dejectedly pale but apparently unable to contain his excitement, Mr Chubais was applauded by Russian journalists as he burst into the hall.

Mr Evgeny Kisilyov, the suave anchorman of *Izvestia*, Russia's leading news programme, exulted: "Mr Yeltsin is now the sure winner in the elections. The three most unpopular persons in the government have just been fired."

But the political ramifications of the drama are far from certain. The presidential team will attempt to present the affair as proof of Mr Yeltsin's commitment to democracy and evidence that Mr Lebed is bringing "order" to Russia.

But the Communist party is already depicting the episode as thieves falling out among themselves before they are all swept from office.

Mr Gennady Zyuganov, the Communist party leader, and his comrades who have appeared depressed for days were visibly excited by the news.

"Russia should not be a banana republic. This just shows the total incompetence of a team which has begun to fight amongst itself before the second round of elections," said Mr Zyuganov.

Russia's 105m voters will give their verdict in less than two weeks' time.

# Bonn in drive to curb financial swindles

By Peter Norman in Bonn

The Bonn finance ministry yesterday proposed that in Germany only banks should be entrusted with transferring money on the Internet or issuing pre-paid "cash cards" for use when shopping.

In a wide-ranging discussion document outlining proposed changes to the country's banking and stock exchange laws, the ministry published draft legislation to control the so-called "grey capital market", which is a regular source of financial scandals and swindles.

It also wants to remove the monopoly enjoyed by banks at the expense of stock exchanges and other financial institutions when listing securities in Germany.

Officials said the proposals, sent to banking federations and other groups for comment yesterday, were intended as a step towards deregulation and making German financial centres more competitive.

The reform plans have been incorporated in draft legislation to implement European Union measures harmonising financial services, as defined in the 1993 investment services and capital adequacy directives and a 1995 directive that tightened controls over international financial groups in the wake of the collapse of the Bank of Credit and Commerce International.

If all goes as planned, the cabinet will agree the draft legislation after the summer break. It will be debated in parliament before Christmas with the aim of putting it into effect by July next year.

The document said Internet money transfers and those prepaid cash cards used to cover purchases from parties other than the issuer should be covered by Germany's banking laws to reduce the risk of large-scale fraud and maintain the integrity of payments systems.

It proposed that companies offering services in the so-called grey capital market should be subject to capital adequacy rules and be obliged to register with the German supervisory authorities.

This measure, the ministry said, was to crack down on unscrupulous companies which usually promise very high yields from futures-related investments and penny shares. The ministry has said that "tens of thousands" of investors in Germany and neighbouring countries have suffered losses by buying such products, which are often sold through letterbox companies.

To prevent money laundering, the document proposed that money transfers and bureau de change should be subject to Germany's banking supervisors.

It also suggested giving the banking supervisory office in Berlin more powers to pursue illicit financial transactions and increase the penalties for wrongdoing. Future infringements of the banking law could result in fines of up to DM2m (\$1.3m), compared with a maximum of DM100,000 at present.

To improve regulation of securities companies, the ministry has proposed a division of labour between bank supervisors and the federal supervisory office for securities trading. The former will be responsible for licensing companies and checking their solvency. The latter will regulate the securities markets.

The ministry intends to link implementation of the EU directives in Germany to deregulation.

## EUROPEAN NEWS DIGEST

# Bosnian poll date endorsed

Ambassadors to a European security forum yesterday backed elections in Bosnia to be held on September 14 as envisaged by the Dayton peace agreement. "There was unanimity in the will to respect the calendar of Dayton," said an official of the Organisation for Security and Co-operation in Europe (OSCE).

The OSCE chairman, Mr Flavio Cotti, the Swiss foreign minister, said he would make a final decision in Vienna next Tuesday after further consultations with the OSCE's permanent council. He said he would also visit the Bosnian cities of Sarajevo and Banja Luka.

Mr Cotti said he would take into consideration the unanimous backing of the permanent council and a further endorsement by a conference involving ministers from more than 40 countries held in Florence last week.

However, even as he spoke, headline Bosnian Serbs in their stronghold of Pale again defied international efforts to proceed with the elections by nominating Mr Radovan Karadzic, who is wanted on war crimes charges, to run for the presidency of the self-styled Serb "republic" in Bosnia. Agencies, Vienna

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# Italy edges towards Maastricht goals

Robert Graham reports on why a three-year economic programme has been delayed

The month-old centre-left government of Mr Romano Prodi has decided to postpone publication of its three-year macro-economic programme until after today's EU summit in Florence.

The programme was signalled to accompany the unveiling of Wednesday's L15,000bn (\$10.3bn) mini-budget to demonstrate the policy framework in which Italy intended to comply with the convergence criteria of the Maastricht Treaty. But at the last minute the government decided to withhold even the broad outline.

The postponement has been prompted by disagreements within the government over the targets and the timescale for achieving these targets. Mr Carlo Azeglio Ciampi, the former premier and ex-governor of the Bank of Italy, has been pressing for a determined attempt to bring Italy within the convergence criteria as quickly as possible, if possible by the end of 1997.

Others in the cabinet, representing the views of the Party of the Democratic Left (PDS) and also Mr Lamberto Dini, the foreign minister, have argued for a slower approach, with measures that would be easier to sell to the trade unions. They also believe that the Maastricht criteria, especially the budget deficit limit of 3 per

cent of GDP, will be made more flexible.

The delay in publication of the three-year programme, which delineates the strategy for the 1997 budget, has the advantage of giving the government time to sound out its EU partners at Florence and make the necessary adjustments.

The main point of disagreement to emerge in the public domain has been over inflation. The cabinet accepts that the fight against inflation, now hovering around an annualised 4 per cent, should be the central pillar of economic strategy. But the treasury has been pressing for a tough 1997 target of 2.5 per cent.

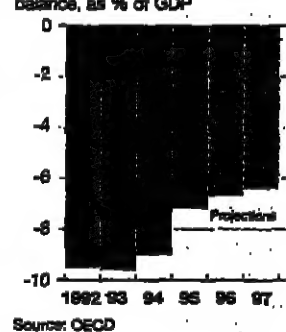
**Battle over target for inflation**

This is seen as difficult to enforce without a serious battle with the unions. Several important wage contracts are now being negotiated, or will shortly start, on the basis of 3 per cent inflation in 1997. Since an historic agreement between unions, employers and the Ciampi government in 1993, wages have been linked to productivity and projected inflation.

However, projected inflation

**Italy's deficit**

General government financial balance, as % of GDP



Source: OECD

has consistently been lower than actual inflation, and real earning power has declined. The unions feel the balance must be redressed in recognition of the part they have played in providing economic stability since 1993. One way round this obstacle would be to allow all contracts up for negotiation to be based on a 3 per cent benchmark.

Matters are further complicated by the need to decide at the end of this month on whether to unblock a freeze imposed in January by the then Dini government on a series of tariff increases. These included telecoms, water, electricity and road tolls.

Before unveiling the mini-budget on Wednesday, Mr Prodi told trade union leaders tariffs would be unfrozen

in a controlled manner.

The mini-budget itself is an astute political exercise in consensus building, while combining the necessary financial rigour to bring the 1998 deficit into line with its target of 5.3 per cent of GDP.

Although some of the measures are one-off, the structural element is such as to carry forward the capacity to raise an extra L50,000bn in 1997 - so reducing the size of next year's budget, which could be close to L50,000bn.

The spending cuts of L11,000bn are well spread and fairly painless - thanks to L5,000bn being cut from the railways and roads authority transfers. Pensions and welfare

**Pensions are left unscathed**

have been left virtually unscathed, and the centre-left electorate has on the whole been spared in the search for L5,000bn in fresh revenues. The one exception is those who indulge in lotteries as the main lottery tickets will increase by L500 (raising L2,500bn).

The budget has fallen on the business sector, which the government feels can be squeezed a little given recent profit levels. Confindustria, the industri-

alist confederation, was still studying yesterday the fine print on a number of small adjustments to fiscal measures on business transactions. But they were already protesting loudly about losing a small part of their allowance for employee welfare payments which they can write off against tax. This will be cut to 5 per cent from 5.5 per cent.

The main novelty has been the harmonisation of taxes on the various types of interest paid by the banks to establish a single 27 per cent rate. This means certificates of deposit will be taxed more but current account holders will pay less tax on their interest.

The government could be criticised for failing to tackle big areas of spending, especially pensions. But this is a coalition with a fragile balance between left and right and needs the parliamentary support of reconstructed Communists.

Mr Prodi clearly believes he can achieve more by consensus than confrontation. He also believes his trump card is an ally in the Bank of Italy, which will signal its confidence in government policy by lowering interest rates - a move which will have an important long-term effect on lowering the cost of debt service, which in turn is the biggest burden on the budget.

# Hard-pressed Ukraine traders protest at fresh drive on tax

By Matthew Kaminski in Kiev

Ukraine's private traders and shop owners, fed up and angry, this week took their grievances against the government to the street to protest against new taxes hitting small business.

Several hundred business people, mostly women who own street kiosks or operate stalls at the city's large bazaars, picketed the Ukrainian parliament, which has passed a law requiring them to register and pay a Ucu160 (\$200) tax each month. Demonstrations also were held in other Ukrainian cities.

The Kiev government came up with the scheme to get more budget revenue and stop tax avoidance. But representa-

tives of Ukraine's small busi-

nesses say the measure will close them down or force them into the black economy. "It is the small players who are constantly pressured," said Ms Natalya Korzhovina, general director of the Yednannya association for the development of private entrepreneurship, a small business lobby that has 26,000 members in Kiev and organised this week's protests.

"In Ukraine the number of legally owned small companies is getting smaller. The registration law is not the only thing making it harder to own a business," she says. Petty corruption has also become routine. Local functionaries demand 30m karbovatnes (\$164) to register and each potential business must meet a

minimum statutory capital requirement of 900m karbovatnes.

Various permits needed to rent commercial property or get a proper fire licence carry other costs that Ms Korzhovina fortrightfully calls "bribes". Attempts to streamline bureaucratic supervision have met stiff resistance.

But Ukrainian President Leonid Kuchma can be swayed by public unrest. He asked parliament on Wednesday to reconsider the law and it was agreed that, temporarily at least, the scheme would be enforced only on alcohol and cigarette traders, currency exchange booths and petrol stations from July 1.

Small business, an engine of growth elsewhere in eastern Europe, has been stunted at

birth in Ukraine. Ms Korzhovina estimates there are 56,000 small businesses in Ukraine or 1.2 for every 1,000 people. Even in Russia, she said, the ratio was 7 per 1,000.

"This country is still hostile to small private enterprise," said Mr Jeffrey Sachs, a Harvard economist who advises the Ukrainian government. "Poland has 2m private businesses. That's the real miracle."

Budding entrepreneurs have found temporary relief in the black economy, which the World Bank estimates accounts for half of all economic activity.

About 5m Ukrainians have left state enterprises and gone into trading or other business.

# Chinese wave stick at Germany over Tibet

By Michael Lindemann in Bonn and agencies

China yesterday warned that relations with Bonn would become more difficult after the lower house of Germany's parliament criticised China's poor human rights record and "the violent suppression of Tibet".

Mr Shen Guofang of the Chinese foreign ministry, said the Bundestag had "interfered in China's internal affairs" by debating and passing the motion on Tibet. "It will have a negative impact on Sino-German relations and hurt Germany's long-term interests," Mr Guofang said in Beijing.

Several German parliamentarians stressed that the motion was not questioning China's rights to Tibet, the

Himalayan region which China invaded and then annexed in 1951, but the motion received strong support from five of the six parties in the Bundestag.

The Bundestag motion comes just days after a Financial Times interview in which Mr Li Peng, the Chinese prime minister, lauded European countries for their "more lenient" views towards China and warned that US companies would suffer because of the US administration's headline stance on human rights.

Speaking during the debate, Mr Klaus Kinkel, Germany's foreign minister, said he would go ahead with his July visit to China, a trip some German deputies had earlier urged him to call off.

Mr Kinkel said that during

his visit he would appeal to the Chinese authorities to broach the question of autonomy for Tibet with representatives of the Tibetan people. "Belonging to China cannot mean that the Tibetans lose their religious and cultural independence," he told the Bundestag.

However, Mr Kinkel said his comments to the Chinese would not be made in a "didactic manner but in an unequivocal, clear and suitable form".

Germany's foreign policy, Mr Kinkel said, regarded human rights as a "very, very high priority" but he said he also had to take account of the fact that every third German job depended on exports and that the country faced record unemployment.

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## Energy ministers set for compromise on market liberalisation EU close to electricity deal

By Neil Buckley  
in Luxembourg

European Union energy ministers last night appeared to be edging towards agreement on controversial plans to open the EU's \$250bn-a-year electricity market to cross-border competition.

The special meeting, ahead of today's Florence summit, was called to try to endorse a Franco-German-led compromise requiring EU states to open 22 per cent of their electricity markets to competition - rising to 32 per cent after six years.

But liberalisation supporters including the UK, Finland, Sweden and the Netherlands made clear they thought the plan did not go far enough, and that they would not support it.

Several other details, including public service obligations on electricity generators and the timing of a review to set targets for further market opening, were still under dispute at a meeting described by more than one delegation as "chaotic". Mr Christophe Papoutis, the EU energy commissioner, warned last week that failure to reach agreement at the meeting could rule out any deal before the end of the decade. Negotiations have already taken six years to reach this point.

If ministers could not agree, he suggested the plan should be discussed at the Florence summit.

Progress towards liberalisation has been slow due to deep divisions between countries such as Germany, which supports broad and swift liberalisation, and states including France, which want only limited market opening. France wants to preserve the power of Electricité de France, the state monopoly, which has warned of heavy job losses if liberalisation goes ahead. EDF workers demonstrated outside yesterday's meeting in protest over the plans.

Ministers agreed a liberalisation framework last month, but left until yesterday the decision on final figures and the timetable for the market opening. Under the compromise plan, about 22.5 per cent of the market would be opened to competition initially, based on the percentage of EU electricity users consuming more than 40 gigawatt-hours per year.

In advance of yesterday's negotiations on European energy liberalisation in Luxembourg, French prime minister Alain Juppé warned Electricité de France (EDF) that it would need to "recast" its tariffs to meet new competition from foreign producers, writes David Buchanan in Paris.

In a letter to the head of the EDF, Mr Juppé also made clear to the state-owned utility that it must balance any price cuts for French industrial users flowing from a new EU directive with similar reductions for French householders who will not initially get any direct benefits from cross-border trade in electricity.

The annual increase in EDF prices since 1989 has only averaged 1.25-1.5 per cent, or less than the rate of inflation. But Mr Juppé's letter, made public yesterday, was designed to respond to the fear that EDF might try to recoup price cuts to industrial users by increasing tariffs for ordinary householders.

Member states can choose between two methods of market opening - "third party access", whereby large electricity users can conclude supply contracts directly with foreign generators, and the more restrictive "single buyer" system, favoured by France, where a designated national electricity buyer would conclude contracts on behalf of customers.

A "safeguard" clause gives the European Commission power to intervene to make sure the co-existence of the two systems did not lead to imbalances in the rate of market opening.

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## Bank of England claims an early lead against Bundesbank Bankers warm up for Euro 99

The Bank of England claimed yesterday that it was winning its argument with the German Bundesbank over whether commercial banks should have to deposit minimum reserves with the central bank after European monetary union.

Mr Howard Davies, deputy governor of the Bank of England, said the Bank "has been, and remains, unpersuaded of the case for reserve requirements", which the UK regards as a *de facto* tax on the banking system.

With commercial banks clearly opposed to minimum reserve requirements, he said, a number of countries had recently reduced their use of reserve requirements. "We believe that sentiment is moving our way," he told the annual conference of the Association for Monetary Union in Europe.

Most countries demand some sort of minimum reserve from their commercial banks, requiring them to leave a certain percentage of their customer deposits with the central bank.

This can be used as a tool for monetary policy; if reserve levels are set higher, then money becomes more scarce in the banking system and interest rates will tend to rise. Mr Hans Tietmeyer, president of the Bundesbank, which requires minimum reserves amounting to 2 per cent of commercial banks' deposits, argues that the reserves are an essential part of the central bank's armoury.

### George Graham reports on the debate over banking reserves under a future European central bank

But the Bank of England, like many other central banks and the International Monetary Fund, argues that it is better to steer monetary policy by buying and selling securities in the money market, and that reserve requirements should be set at or be close to zero.

Because the banks usually receive no interest from the central bank on their reserves, they lose money. German commercial banks such as Deutsche Bank have warned Mr Tietmeyer that if he wins the argument over whether the European central bank should impose minimum reserve requirements, and if the UK stays out of Emu, huge amounts of banking business will move to London to escape the levy.

Mr Davies said yesterday that imposing minimum reserves would simply promote disintermediation, since banks would then prefer to raise money for their customers through instruments such as bond issues and commercial paper, which do not count for their deposit base, rather than simply lending to them.

Although minimum reserves also raise income for the central bank - even the Bank of England finances itself through a reserve requirement of 0.5 per cent - Mr Davies said the European central bank would make enough profits from the issue of bank notes, known as seigniorage, to have no need of this source of income.

As a senior Spanish diplomat observed a week ago, Britain's selective veto policy was rapidly running into difficulties. It looked arbitrary and invited retaliation. Without agreement in Florence, the confrontation would surely escalate into a full-blown political crisis.

The legacy of the beef war lies in the climate of mistrust it has created between Britain and her EU partners. The mistrust runs deep because it is based on mutual incomprehension. British officials regard the EU ban on British beef exports as a *prima facie* breach of the single market imposed as a result of consumer-driven politics rather than scientific evidence.

By Lionel Barber in Florence

European summits in Italy can be hazardous occasions for British prime ministers. Mrs Margaret Thatcher was ambushed twice, once in Milan and once in Rome. In 1990 over a timetable for the single European currency.

Mr John Major, her embattled successor, should avoid a similar trap at today's EU summit in Florence. Thanks to British concessions and creative Italian diplomacy, he should be in a position this afternoon to proclaim a truce in the beef war.

Whether the truce turns into a permanent cessation of violence depends on two conditions: all 15 EU leaders must sign up to the European Commission's framework plan for a phased lifting of the worldwide ban on British beef exports, imposed as a result of fears over mad cow disease; and Mr Major must agree to end Britain's blocking tactics.

Yet Florence can offer no more than a semblance of normality after the experience of the past weeks, which have witnessed the most serious breakdown in EU business since President Charles de Gaulle ordered his "empty chair" policy in 1965.

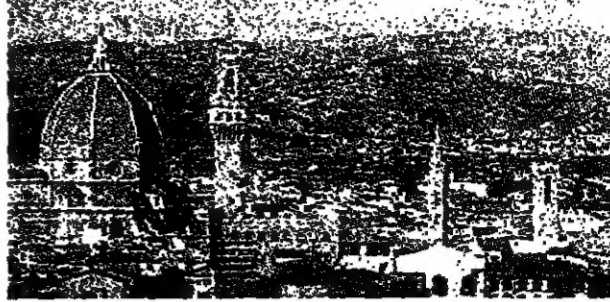
True, Mr Major's tactics are more reminiscent of the ex-Greek prime minister, Mr Andreas Papandreu, than of De Gaulle. The disruption of EU decisions has been impressive in quantity (70 pieces of business blocked) but not in quality. Whenever a substantial matter was at stake, such as the French-backed partnership accord with Algeria or the EU association agreement with Slovenia, the British lifted their block.

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### Agenda for the European summit in Florence

- The Maastricht treaty review conference: EU leaders will take stock of three months of slow-moving negotiations on Maastricht 2.
- Employment: Commission President Jacques Santer to ask heads of government to back his Confidence Pact on employment, reallocate funds to spending on infrastructure and make a commitment to labour market reform.
- Beef crisis: Beef is not on the agenda, but Britain and the EC will seek agreement on a framework for the step-by-step lifting of the EU worldwide ban.
- Justice and Home Affairs: EU leaders are expected to approve a deal on a convention to set up the European police intelligence agency to combat organised crime and drug traffickers.
- Monetary union: EU leaders will take note of progress reports on the launch of the single currency.
- Enlargement: EU leaders will meet with the heads of associate EU members in central and east European countries, as well as Cyprus and Malta.
- Foreign affairs: Topics include the Russian presidential elections, the Middle East peace process, Bosnia, Tadjik, and transatlantic relations, particularly US-led coalition against Cuba.



based on mutual incomprehension. British officials regard the EU ban on British beef exports as a *prima facie* breach of the single market imposed as a result of consumer-driven politics rather than scientific evidence.

The Europeans are adamant that Britain's non-cooperation policy needlessly politicised a public health matter which should have been left to normal EU procedures, based on scrutiny by the scientific experts in Brussels (the essence of the Commission's framework plan).

The question at Florence is whether the British and Europeans will continue talking past one another on other subjects of importance such as the Maastricht treaty review - the intergovernmental conference (IGC) - employment, enlargement, and monetary union (Emu).

On employment, the British are winning the arguments.

Maastricht was the high-water mark of EU social policy. Europe is coming round to the need to move towards UK-style flexible labour markets. This week, the head of the German business federation praised Britain's performance in attracting foreign investment. Unemployment in the UK remains substantially lower than in Belgium, France and Germany - all prime candidates for monetary union.

On Emu itself, the debate is likely to be lukewarm because it is a stock-taking exercise. Work on the technical preparation for the single currency should be wrapped up by the end of the year, including the vexed relationship between those inside the single currency area and those outside.

Britain wants to keep its options open, and therefore is resisting efforts to compel membership of the Exchange Rate Mechanism as a precondition for membership of Emu.

Chancellor Kenneth Clarke won this battle at a meeting of EU finance ministers in Brussels, and the status quo looks likely to endure.

The IGC debate is much more difficult. The first three months of negotiations to revise the Maastricht treaty have been painstakingly slow. Britain's refusal to countenance an extension of qualified majority voting - even in the perspective of future EU enlargement to central and eastern Europe - is not the only obstacle to an agreement. But as one Danish diplomat explains, it has allowed others to hide behind the UK.

British obstinacy is encouraging France and Germany to press ahead with their ideas on "flexible integration". This is short-hand for an advance guard led by Paris and Bonn which would co-operate more closely in certain areas, without being held back by recalcitrants. Both President Jacques Chirac and Chancellor Helmut Kohl will call for faster progress on the IGC, rather than leaving it hostage to the UK general election.

One idea is to hold a snap EU summit in the autumn under the Irish presidency, to ensure that a draft treaty is ready by the Dublin summit in December. In reality, the serious bargaining, including the difficult reweighting of votes between small and large countries, will not happen until early next year under the Dutch presidency.

Mr Major does, however, have one trick up his sleeve. Assuming peace breaks out in the beef war, he will announce lifting Britain's long-standing veto of the convention to set up European, the police-intelligence gathering agency based in the Hague. Everyone will be grateful, especially Mr Kohl who sees Europe as a vital weapon against organised crime from the east.

But Britain alone remains opposed to giving the European Court of Justice the power of judicial review over the new agency. Other countries will therefore "opt in" to the ECJ, while Britain will remain outside. It looks like a pattern for the future.

## NEWS: WORLD TRADE

## US Congress dashes hopes for shipyards deal

By Guy de Jonquieres  
in London and  
Nancy Dunne in Washington

US trade partners have launched a last-ditch diplomatic effort to salvage a last-minute agreement to curb shipbuilding subsidies, which has run into serious obstacles in the US Congress.

Industry experts say collapse of the agreement, signed by all the main shipbuilding nations, could lead to a renewed race to subsidise the industry and a return to cut-throat price competition, led by South Korean yards.

The agreement, negotiated in the Organisation for Economic Co-operation and Development,

has been put at risk by the US House of Representatives' overwhelming approval last week of legislation which would undermine some of its central provisions.

Mr Leon Brittan, the European trade commissioner, has written to congressional leaders warning that the agreement may unravel unless the legislation is amended. All signatories must ratify the deal before it can take effect.

The US is the only country which has yet to pass the necessary implementing legislation and was supposed to act by last Friday. But although other governments appear ready to extend the deadline, many doubt that Congress will

act this year. "If the agreement does not pass by the end of summer, it is as good as dead," a European official said yesterday. "Time is against its supporters. Opponents in Washington are on a winning streak."

Adding to the urgency is the fact that interim EU shipbuilding measures expire in mid-October. If the OECD agreement does not take effect by then, member states may start pressuring Brussels to draw up more generous subsidy guidelines.

Efforts to rescue the OECD deal focus on the Senate. It is being lobbied by the European Commission, several EU member governments and Japan to ratify the agreement without

including the controversial House provisions. However, the Senate has yet to schedule a vote on the agreement, and it is unclear whether it will do so before Congress recesses in September for the election campaign.

Even if the Senate acted, a compromise would have to be reached with the House which was acceptable to other governments.

Although the OECD agreement was negotiated at the insistence of Washington, some other governments suspect the White House is no longer committed to working hard to put it into effect.

The most controversial amendment by the House

would extend for a further 30 months loan guarantees made by the Federal Maritime Administration for ship purchases. Other governments say that would directly violate the OECD agreement.

The House legislation also seeks to exempt from the agreement defence funding of commercial shipbuilding and the Jones Act, which requires a fixed proportion of coastal freight traffic to be carried in US-built vessels.

Some observers say that if these provisions are not removed, the best hope of saving the agreement may be to try to re-draft it to take account of the political pressures in the Congress.

However, Japan and South Korea have said they would oppose re-negotiation. Both countries only supported the agreement after intense pressure by the US and are reluctant to ask their legislatures to ratify a revised version.

Some observers also believe the Seoul government would not be unhappy if the current OECD deal collapsed, because it provides for penalties against "injurious pricing". These were included at the insistence of western shipbuilders, chiefly as a safeguard against Korean competition.

The accord would be backed by disputes procedures, providing for remedies and sanctions in cases of violation.

### WORLD TRADE NEWS DIGEST

## Japan shifting output offshore

Nearly 20 per cent of products imported by Japanese companies are "reverse imports" of goods made overseas by Japanese-affiliated companies, according to a survey published yesterday. The survey, by the Japan External Trade Organisation (Jetro), underlined the extent to which Japanese companies have shifted production overseas in the so-called "hollowing out" effect, blurring the export-import picture. Jetro said the proportion of offshore production in total production by the companies surveyed was expected to rise to 26.8 per cent by the year 2000 from 18.4 per cent in the year to March 31, 1995. It said that 47.1 per cent of the companies surveyed either had cut or expected to cut domestic production, while 55.5 per cent expected no decline and the remainder were unclear, saying that the outcome depended on foreign exchange rate movements. *Reuters, Tokyo*

### Thais to buy more Laos power

Thailand has agreed to buy an additional 1,500MW of electricity from Laos, doubling the amount of power expected to flow between the two countries over the next 10 years. The agreement is a boon for developers of the 33 hydroelectric projects in Laos which are either under construction or being studied. Working under the previous 1,500MW quota, developers had been scrambling to complete their projects quickly before others could offer electricity to Thailand. Thailand had also wanted the original 1,500MW to be on stream by 2001 but the delivery date for the entire 3,000MW has been pushed back to 2006, giving developers both extra time and confidence that Thailand is committed to buying substantial amounts of electricity from Laos. The non-binding agreement includes commitments by the Lao government to use 500KV transmission lines at specific points where electricity is expected to cross the border, which will help the Electricity Generating Authority of Thailand (EGAT) to plan nearly \$1bn of investments in its transmission grid. The Lao government also is said to have agreed to study a Thai proposal to run a transmission line across Laos into south-western China, where EGAT wants to buy power from the Jinghong and Mengsong hydropower projects currently undergoing feasibility studies. *Ted Bardacke, Bangkok*

### Another Asian refinery opens

A \$2bn oil refinery opened in Thailand yesterday, the latest in a string of new refineries coming onstream in south-east Asia this year which threaten to alter the region's trade in refined products. The 145,000 barrel a day Rayong refinery is owned 65 per cent by Shell, the Anglo-Dutch oil group, with the remainder held by the state-owned Petroleum Authority of Thailand. It will use the latest technology to process cheaper, heavy crude oils into high-value light products, such as unleaded gasoline, jet fuel and low sulphur diesel. Rayong should significantly reduce Thailand's dependence on imports of refined products. *Robert Corrine*

Com Dev, a Canadian maker of microwave equipment, has formed a 60-40 joint venture with China's Xian Institute to make microelectronic systems for communications and remote sensing satellites in Xian, Shaanxi province. China will build 16 new communications and remote sensing satellites over the next four years. *Robert Gibbons, Montreal*

Hongkong and Shanghai Hotels, the Hong Kong-based hotels chain, yesterday announced plans to build a 220-room hotel on the east of Sydney's Circular Quay, close to the Sydney Opera House. It said it had signed a partnership agreement with Colonial Group, the Australian financial institution which owns the site. *Nikki Tait, Sydney*

## High-tech phones for the Bangladeshi poor

Lending for cellphones is one way of generating incomes for the deprived, writes Mark Nicholson

A poor Bangladeshi farmer in the emerald fields or flooded plains flicks open the lid of a Motorola cellphone to talk with family and friends working in the Gulf, check rice prices at market a few kilometres away or perhaps to summon help after one of Bangladesh's devastating cyclones.

If the imaginative people at Grameen Bank, a Bangladeshi rural development agency, have their way, this is less a distant vision than a bankable business prospect.

Grameen is aiming to make cellphones a tool for small rural businesses, and thus development. And the bank, a much-emulated pioneer in lending "microcredit" to the rural poorest, has persuaded Marubeni, the Japanese trading group, and Telenor, the Norwegian state telecoms group, to join them in an ambitious plan to supply cellphone technology to one of Asia's poorest agrarian countries.

"When we first had the idea we approached a lot of phone companies," says Mr Khalid Shams, deputy managing director of Grameen, which means "village". "To our surprise we found companies, especially in Europe, were very serious about doing business with us."

Grameen's proposal was to use its 30-year-old rural credit network, which already covers more than half of Bangladesh's 88,000 villages, backed by its

highly developed small-scale credit programmes to encourage entrepreneurial villagers to use cellphones as business opportunities, and thus as a developmental tool.

The venture has applied for a cellphone licence to cover all of Bangladesh, which has a population of 120m but fewer than three telephones per thousand inhabitants. The Bangladeshi government, which is considering three other competing cellphone bids to cover the country, has so far granted only one private licence, in 1993, for services in Dhaka, the capital. Progress in the country's telecom liberalisation programme has been stalled by recent political troubles.

Telenor, which would contribute 51 per cent of the \$13m equity capital, Grameen (36 per cent), Marubeni (10 per cent) and Gonophone, a US-based company owned by a non-resident Bangladeshi (4 per cent), have signed a joint memorandum of understanding and are in talks with the Asian Development Bank, the International Finance Corporation, the private investment arm of the World Bank, and other donors to secure the additional \$47m they estimate necessary to establish a country-wide cellphone system.

Underpinning the ambitious project is Grameen's belief that villagers can use cellphones, in areas beyond the reach of the



Cellphones could leapfrog the primitive traditional telephone system

existing state telephone system, to set up small callbox businesses - commonplace across India using landline technology - enabling the rural poor, for instance, to gather market information or to call expatriate relatives, or any number of other uses. "We think this becomes a very powerful development measure, empowering, and a real business prospect," says Mr Shams. Mr Shams argues the project

is feasible given the bank's established penetration of rural Bangladesh, which covers more than 300,000 borrowers in 35,634 villages. "The strategy is that we'd be making money immediately in urban areas like Dhaka and Chittagong, and the rural areas would follow."

He said the bank would offer villagers loans to purchase telephone handsets under existing credit schemes to the

poor, through which the bank has disbursed a total of \$1.7bn, in loans often no bigger than \$100, since its inception in 1976.

Loans are granted for anything from the modest tools needed to husk rice to bigger sums for farmers to buy tractors. All "fast revenue generating" projects are funded, according to Mr Shams, with credit risk appraisal managed entirely through self-policing: loans are made only to groups

of five non-family members who combine for the purpose and agree on the project to be funded.

The five must jointly agree on schemes and lending is made in the first year only to two of the five. Subsequent lending to the others depends on the successful repayment of the first loan - an incentive for the group to appraise properly their modest business projects and also to repay the loans.

Grameen, which is "owned" by its 300,000 members and in which the government holds a 10 per cent stake, requires weekly repayments of all loans, made at their 10,000 regional centres, and enjoys an impressive 93 per cent repayment record - 93 per cent of loans are to women.

Mr Shams says Grameen is still awaiting a government verdict on the project, but is not sitting still. The bank requires all borrowers to commit themselves to a host of social and developmental precepts, such as sending their children to school. They have also formed a new company, Grameen Cybernet, to offer children of borrowers job opportunities in developing low-cost data entry services. "We can envisage doctors in the US wanting their patients' records entered into data bases, for example. We'll set up the hardware and train up young people to do the job."







## Extended wrangle looms after White House threatens to veto reappointment of Boutros Ghali

# US provokes bitter struggle over top UN job

By Jurek Martin in Washington and Michael Littlejohns at the United Nations

The US yesterday publicly raised the prospect of using its veto as a Security Council member to block the reappointment of Mr Boutros Ghali to a second five-year term as secretary general of the United Nations.

Spokesmen for both the White House and State Department said the refusal of Mr Boutros Ghali to accept a face-saving one-year extension of his term left the US with no alternative.

"We think there are other people in the world more capable of pursuing the UN reform agenda," said Mr Mike McCurry, speaking for President Bill Clinton.

Both he and Mr Nicholas Burns of the State Department said the US had at this stage no preferred candidate of its own. Mr Burns described Mrs Mary Robinson, president of Ireland, as eminently qualified, but she had apparently taken herself out of consideration in a Dublin statement earlier.

The prospect of a veto threat and a confrontation between the US - likely to be supported by the UK - and France, a stronger supporter of the secretary general, and probably Germany, China has also been in by saying it thinks the UN should not be headed by a European, since three of the

### Names in the frame . . .



Kofi Annan, 58, Ghanaian, UN official since 1992. Head of UN peacekeeping operations in Somalia and Rwanda, and seen as a skilled bureaucrat.

six secretary generals have come from the continent.

However, at this stage, Mr Boutros Ghali apparently enjoys the support of a majority of the member states. Next month's summit in Cameroon of the Organisation of African Unity, which he will attend, is expected to endorse him.

Of other prospective candidates, Mr Kofi Annan from Ghana, head of UN peacekeeping, has admirers in Washington. So does Mrs Sadako Ogata, the highly regarded UN high



Boutros Boutros Ghali, 73, Egyptian, Politician and international civil servant. Incumbent secretary general, Faces US veto despite support of most UN members.

commissioner for refugees. But she, like Mrs Robinson, is thought unlikely actively to seek the post.

Mrs Gro Harlem Brundtland, the Norwegian prime minister, is also believed to be interested, as is Mr Maurice Strong, the veteran Canadian businessman, environmentalist and UN administrator.

Relations between Mr Boutros Ghali and the Clinton administration have been frequently difficult over the last three and a half years, exacerbated by personal friction



Gro Harlem Brundtland, 57, Norwegian, Physician and politician. Norwegian prime minister, Former head of UN environment commission. If she runs "she will run hard".

bated by personal friction between the secretary general and Mrs Madeleine Albright, the US ambassador to the UN.

A particular bone of contention centred on Bosnia, with the US convinced that the secretary general and his special envoy, Mr Yasushi Akashi, were loath to call in air strikes in 1994 to halt Serb aggression.

But the US has also been dissatisfied with his leadership of the UN bureaucracy and his willingness to introduce rationalisation programmes that



Mrs Sadako Ogata, 69, Japanese, UN High Commissioner for Refugees. Highly regarded, but doubts about whether she will actively seek the post.

might ease its financial crisis, itself made worse by \$1.5bn in US dues arrears.

The UN in general, and Mr Boutros Ghali in particular, have been favourite targets of conservative US politicians for years.

Mr Bob Dole, the presumed Republican presidential nominee, has frequently and sharply attacked the secretary general as the epitome of all that is wrong in international bureaucracy, specifically objecting to the prospect of US



Mary Robinson, 52, Irish, Lawyer and politician, President of Ireland. Highly regarded by US but doubts over whether she wants to be in the running.

soldiers serving under UN command.

But the future of the UN was unlikely ever to become a major campaign issue between Mr Dole and Mr Clinton in a country paying more attention to domestic issues. Still, it appeared the administration's preference, actively pushed by Mr Warren Christopher, the secretary of state, was for a compromise solution that would put off any US decision until after the November presidential election.

Before accusations were made about Mr Waldheim's unsavoury military past, he would have been re-elected for an unprecedented third term with American support but for China's veto, which was invoked 16 times.

But Mr Boutros Ghali defiantly rejected the final US offer in Bonn on Wednesday night and formally declared his candidacy, even though it had been apparent for months that he was running for a second term.

Not completely ruled out is a change in the UN charter under which the secretary general would serve one seven-year term. Mr Boutros Ghali had expressed interest in this idea, which would have kept him at the UN helm until the end of 1998, but Wednesday's denouement probably makes this less likely.

Thus, the UN faces a lengthy search for a successor that is likely to be bitter and on the outcome of which the organisation's very survival as a viable institution could depend.

It took months to find a successor to Mr Dag Hammarskjöld in 1981 when the UN was virtually paralysed by Soviet demands for a change in the entire leadership system.

The elections of Mr Kurt Waldheim in 1971 and Mr Javier Perez de Cuellar 10 years later both were preceded by squabbling among the major powers fighting for favourites.

Before accusations were made about Mr Waldheim's unsavoury military past, he would have been re-elected for an unprecedented third term with American support but for China's veto, which was invoked 16 times.

### THE SUMITOMO AFFAIR

## UK fraud officers to visit Japan

By Jimmy Burns and Kenneth Gooding in London

The UK Serious Fraud Office is to send a team of officers to Japan early next week as part of a growing investigation into the Sumitomo copper affair.

The SFO spokesman last night denied reports from Tokyo that Mr Yasuo Hamanaka, Sumitomo's former chief copper trader, who is at the centre of the affair, had voluntarily flown to London to make himself available for interview. "Mr Hamanaka is not in the UK and we would know if he was," a spokesman said.

While it clearly wants to interview Mr Hamanaka, it is understood that the SFO is not ready to do so yet. As one official put it yesterday: "We are still trying to get up to speed on all the issues. We will want to interview him once we feel confident about the subject matter."

The SFO was brought into the international investigation last week following earlier investigations by the Securities and Investments Board (SIB), the chief City regulator, and the Securities and Futures Authority. The SFO is investigating companies believed to have conducted extensive trading with Sumitomo.

Meanwhile, Merrill Lynch, the US investment bank, has responded to Japanese reports that it handled the "secret" account operated by Mr Hamanaka. Merrill insisted that all Sumitomo's accounts were properly authorised by Mr Hamanaka's superiors and were reaffirmed as recently as May this year.

Merrill also denied suggestions that it suffered big losses in the copper market turmoil. "We have no significant exposure to the copper market either on our own or clients' accounts," an official said.

The London Metal Exchange's copper market remained calm yesterday and showed every sign of returning to normal trading, although some uncertainties exist about whether Sumitomo still has substantial positions to liquidate. Most traders in London were convinced that most of these positions were settled privately in hectic behind-the-scenes activity during the weekend.

LME copper stocks are comparatively low, which will discourage attempts to drive the price down, they suggested, but the medium-term outlook was for prices to fall because of a growing supply surplus. Observer: Japan's risk management. Page 13

## ILO seeks to protect home jobs conditions

By Frances Williams in Geneva

The International Labour Organisation yesterday adopted a convention to protect the growing millions of workers employed at home around the world, despite the concerted opposition of employers' organisations and several governments including Britain and Germany.

The convention, designed to provide basic social protection and trade union rights for home-workers, is the first ever adopted by the ILO without the support of employers, who have equal weight with governments and trade unions in the ILO's tripartite structure.

Employers' representatives abstained in the vote on the final day of the ILO's annual conference in Geneva. Last week they unsuccessfully tried to block discussion of the draft convention but were out-voted by the trade unionists joined by a number of governments.

Trade unions argue strongly that international standards are essential to prevent increasing exploitation of home-workers by companies competing globally to produce at the lowest possible cost.

Home-workers, most of whom are women, work long hours for often minimal pay and have little or no access to benefits available to other wage-earners such as sick pay, paid holidays or pensions.

The International Organisation of Employers (IOE) said yesterday the convention was "fundamentally flawed" and would "not create one single new job in the world". On the contrary, it would, it ratified, limit the prospects for expansion of home-work, one of the few employment growth areas.

The IOE had argued for a non-binding ILO recommendation on home-workers that would provide guidelines on improving their conditions.

The employers' stand on the home-working convention is part of a broader campaign against the "inappropriate proliferation" of ILO conventions, many of which have been ratified by only a few of the ILO's 173 member governments.

The ILO conference yesterday agreed to set up a special commission of inquiry into the use of forced labour in Burma. Short of expulsion, the decision is in effect the most severe sanction in the ILO's armoury against violations of basic labour rights.

## Arabs meet to measure Israel's Netanyahu

Long divided ranks have been closed to confront the new order in the region, writes David Gardner

Arab leaders are more noted for their ability to pick quarrels among themselves than reaching common positions. But the election of Mr Benjamin Netanyahu, who took over as Israel's prime minister this week with a programme to keep most of the Arab land Israel still occupies, was more than enough to prompt the first Arab summit for six years, opening in Cairo today.

The Arabs have been too divided to hold a summit since their last meeting in August 1990 after Iraq invaded Kuwait. President Saddam Hussein's Iraq is not invited to Cairo. But fears that Mr Netanyahu's coalition of hawk and religious fundamentalists will freeze four years of effort by Israel and its Arab neighbours to reach peace have driven the rest of the Arab League to close ranks.

The guiding principle of the negotiations pursued by the previous Labour-led coalition in Israel was land-for-peace. This secure interim Palestinian self-rule in Gaza and most main cities of the West Bank; peace with Jordan; and two hard years of negotiations with

Syria on peace for which Damascus demands the return of the Golan Heights, seized by Israel in the 1967 Arab-Israeli war.

Mr Netanyahu, however, has taken Arab land out of the equation, and substituted "peace-for-peace", a formula Arab governments regard as tantamount to a declaration of war if he sticks to it.

Specifically, the new Israeli coalition's agreed policy:

● Rules out a Palestinian state, offering instead self-government, which Palestinians already have, but curbed by Israel sending in its security forces whenever it sees fit.

● Rules out the return of occupied Arab east Jerusalem, claimed by the Palestinians as their capital, stating that the whole city "will remain forever under Israel's sovereignty".

● Rules out the "right of return" of more than 4m Palestinian refugees to any part of the Land of Israel west of the Jordan River, including therefore the Palestinian West Bank, which will stay under Israeli sovereignty.

● Rules out the return of the Golan to Syria.

● Pledges to expand and extend Jewish settlements on Arab land.

● Pledges to keep the water resources of the Golan and the West Bank.

Mr Netanyahu says he is willing to negotiate peace without preconditions and will honour the agreements reached so far with the Palestinians, provided they do the same. But the programme flouts at least four UN Security Council Resolutions, ignores the agreed basis for peace negotiations sponsored by the US, Russia and the European Union, and pre-empt the "final status" negotiations with the Palestinians, on Jerusalem, borders, refugees, and settlements.

Arab leaders fear he has gone back to the dead letter of the Palestinian autonomy formula contained in the 1979 peace deal with Egypt. The intention then, they believe, was to divide the Arabs, and remains so today. The question dividing them now is whether Mr Netanyahu really intends to do what he says, or is simply misleading the Arab world.

The Israeli leader reckons, for instance, that the return of the Golan ranks a lowly fifth place down President Hafez al-

Assad's list of priorities, below security for his regime, Syria's regional status, control of Lebanon, and good relations with the west. Put like this, politics in Syria sounds like shopping, or a letter to Father Christmas.

But if ever Mr Assad agreed to negotiations which precluded regaining the Golan, he would forfeit his minority regime's legitimacy and his current standing in the Middle East, probably start losing his grip on Lebanon, and lose the attention of the US, which holds him because it believes he holds one of the keys to a comprehensive regional peace.

There is a similar misreading of the Palestinians' aides underline the view that Israel has security interests in the West Bank, but easily reduce Palestinian rights to a managerial problem.

"People need jobs, not the symbols of a state," says Mr Dore Gold, the new premier's adviser on regional affairs.

Underlying Mr Netanyahu's approach is the belief that, rhetoric apart, Arab governments care not a fig for a Palestinian state. The evidence

shows that most Arab leaders have in the past manipulated, and sometimes sabotaged, the Palestinian cause.

But this was to strengthen their own position. Israel, as a democracy, has little sense of the limits to which Arab autocrats are subject. Or that any even half-formal collusion with Israel in denying Palestinian rights would undermine their position at a time when the legitimacy of most Arab regimes is under challenge, especially from Islamic fundamentalists.

Last May, for example, the only other occasion since 1990 when an Arab summit was called, the issue was Israeli expropriation of Palestinian land in east Jerusalem; the meeting was called off when Israel revoked the decree.

The most sanguine Arab view is that Mr Netanyahu will have to bend to reality. "There are realities on the ground," says Mr Ahmed Qorei (Abu Ala), the PLO's chief negotiator and speaker of the legislature elected by Palestinians from the West Bank, Gaza and Jerusalem in January under the Oslo agreements. The Palestinians have a government,

police and security forces, which contribute to Israeli security. The head of Israel's Shin Bet security service said before the elections that such co-operation had foiled 14 suicide bomb attacks by Hamas, the Palestinian Islamist group.

Another reality of the peace process is that the international community has started treating Israel like a normal country. The Arab secondary boycott on countries and companies doing business with Israel has withered away, diplomatic recognition of Israel has doubled from 85 to 161 countries, Israeli exports have doubled and foreign investment in Israel has multiplied.

A return to the Arab boycott is unlikely, and probably impractical, at this stage. But Mr Netanyahu's advent has re-echoed the tattered banner of pan-Arab unity, regrouping scattered forces around the Syrian proposition, gaining support yesterday from Egypt and Saudi Arabia, that normal commercial and diplomatic relations with Israel should be made conditional on real advances towards peace. Or rather, land-for-peace. Editorial comment. Page 13

continued sustainable growth in the US, a more sustained recovery in Japan and a pick-up in Europe. Business investment is expected to lead the expansion, although the recovery projected for later this year may not happen at all unless it is accompanied by a sharp turnaround in business and consumer confidence.

The outlook said that setting interest rates was made more difficult by structural reforms, which should reduce the output and unemployment levels consistent with stable inflation. Unfortunately, it is impossible to tell precisely what the effect of structural change will be. "There would appear to be little option other than 'feeling the way' ahead by allowing unemployment to fall, and output growth to pick up gradually, while maintaining close surveillance of possible inflationary pressures," it said.

The OECD also warned against using expansionary policies to sugar the pill of structural reform. This could prove risky if reform faltered or if the macroeconomic impact was not as expected.

### OECD ECONOMIC OUTLOOK

## Poor prospects on jobs front

By Robert Chole, Economics Editor

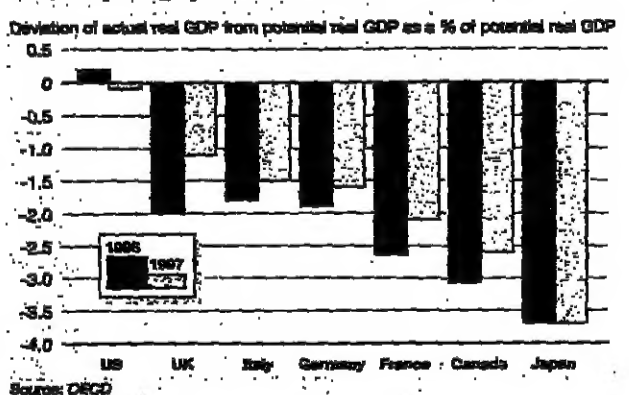
Most industrialised countries are close to achieving their medium-term goal of price stability, the Organisation for Economic Co-operation and Development said yesterday. Inflation this year should be below 3 per cent in 19 of its 27 member nations.

The prospects for employment are less bright, however. Unemployment is expected to start rising again this year in Europe, with the jobless rate for the OECD as a whole staying close to 7 1/2 per cent this year and next, according to the organisation's latest Economic Outlook.

"With output growth projected to average below potential rates in most countries during 1996-97, pressures on capacity should continue to ease, ensuring that inflation remains modest or continues to fall."

The industrial country think-tank said that fine-tuning economic activity could imperil the achievement of low inflation, but that "judicious use of

### G7 output gaps



monetary easing could help to raise output and employment without generating inflationary pressures" in some key European economies.

The OECD estimates that the gap between actual output and the potential level consistent with stable inflation will still be above 2 per cent in France next year and 1.6 per cent in Germany. In the UK, which is forecast to be the second fastest growing economy in the

Group of Seven next year, the output gap should almost halve to 1.1 per cent.

Output in the US should slip slightly below potential next year, but monetary policy should remain cautious. The OECD stuck by the forecasts for the world's big economies which it released at its annual meeting last month.

"The short-term outlook is for greater convergence across the main OECD regions, with

## Nigerian parties apply to register with military

By Paul Adams in Lagos

At least four Nigerian political groups, including one led by Mr Arthur Nzeribe, who tried to halt the 1993 presidential election and extend military rule, are applying for registration as political parties to take part in the military government's transition to civil rule in 1998.

The other prospective parties are led mainly by sacked ministers from Gen Sani Abacha's

first civilian cabinet and members of the government's constitutional conference, who argue that the only way to ensure the military hand over power is to co-operate with their programme.

But the anti-government National Democratic Coalition, which includes several prominent members in exile, rejects the programme as over-long and unworkable, while the mainstream politicians of south-west Nigeria, based

around Lagos, say that there can be no progress until their grievances over the annulled 1993 presidential poll are resolved.

Guidelines for political parties issued this week require each party to have officials and at least 40,000 card-carrying members in each of Nigeria's 30 states, and 15,000 in the federal capital Abuja, by July 24 so that they can be registered in September, when party-based local elections are due.

Prospective parties which fail to meet the deadline will be excluded from the transition programme, which is the regime's answer to international criticism of its record on human rights and democracy leading to limited sanctions by the west and suspension from the Commonwealth, which comes up for review in London next Monday.

The government says the party guidelines, which exclude members of the armed

forces, civil servants and traditional rulers from party membership, are to ensure that parties are not regionally biased and focus on practical solutions to the country's problems.

● Reuter adds from Lagos: Eleven people, including the military administrator of Nigeria's Kano state, were killed near their executive jet crashed near the central Nigerian city of Jos yesterday, officials said.



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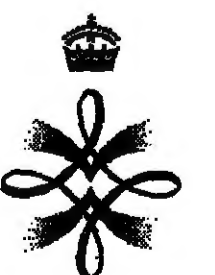
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## NEWS: THE AMERICAS

Owens Corning  
sues over  
asbestosBy Richard Tomkins  
in New York

Owens Corning, the biggest US maker of fibreglass insulation, yesterday said it had filed a lawsuit claiming that it had been cheated of millions of dollars through a fraud involving false asbestos damage claims.

It said operators of three testing laboratories doing business throughout the south-eastern US had solicited claimants and deliberately falsified test results so that they could claim compensation from the company over asbestos-related illnesses.

Owens Corning said that at least 40,000 claims were under investigation and that the sums involved ran into tens of millions of dollars. It said it was seeking compensation of three times the money paid out, plus punitive damages.

Mr Chris Campbell, company secretary and general counsel, said: "The significance of this lawsuit is momentous. We believe that our company and other co-defendants have been seriously financially injured as a result of the generation of these false claims."

"We believe that the nature and extent of this fraudulent conduct has significant and far-reaching implications for the entire course of asbestos litigation."

Owens Corning used asbestos in the manufacture of some of its insulation products for 14 years until 1972. As a result, it is a co-defendant, with other manufacturers and suppliers of products containing asbestos, in litigation citing billions of dollars.

Sums already paid by Owens Corning, over damage to health and property, total \$2.5bn, most of which has been met through the company's product hazard insurance.

The company said yesterday that it had filed a lawsuit in the US district court for the eastern district of Louisiana, in New Orleans, naming Mr Glenn Pitts and his cousin Mr Jewel "Jerry" Pitts, among others.

The Pitts were said to have been owners, officers or consultants of Pulmonary Advisory Services, Pulmonary Advisory Services of Louisiana, and Pulmonary Testing Services. They and their companies could not be reached for comment.

Owens Corning said its lawsuit alleged a deliberate scheme to create fraudulent medical documentation based on improperly administered tests which yielded falsified results.

The falsified claims, it alleged, had made individuals appear to be suffering from asbestos-related pulmonary illnesses, even though they were not ill, or made individuals appear to be suffering from a more severe pulmonary illness than they were in fact suffering.

Owens Corning also said that it was taking a charge of \$545m to cover asbestos claims after 1999, for which it had not provided, and said it was holding talks with 30 law firms in an effort to resolve its asbestos liability.

S Africa  
assails new  
Cuba law

South Africa yesterday criticised new US sanctions against companies trading with Cuba, and President Nelson Mandela urged the two countries to reconcile their differences through dialogue. AP reports from Cape Town.

The Cuban and South African foreign ministers signed a document condemning the Helms-Burton law, named after its congressional sponsors, as an attack on the sovereignty of foreign nations. The law allows companies to file law suits in US courts against businesses that trade or "benefit from" property seized from US citizens after Cuba's 1959 revolution. It can also block US visas for company executives and their families.

Mr Mandela urged American and Cuban leaders to look at South Africa's non-violent abolition of apartheid as an example of how they can resolve their differences. "We have sat down with our enemies and questioned the wisdom of us slaughtering one another when we could sit down and talk," Mr Mandela said after meeting Mr Roberto Robaina, the Cuban foreign minister.

The US has criticised South Africa for establishing diplomatic links with Cuba after Mr Mandela's election in 1994.

Fed chairman's third term approved after long delay

## Senate confirms Greenspan

By Jurek Martin in Washington

The US Senate yesterday finally approved the long-delayed nomination of Mr Alan Greenspan to a third four-year term as chairman of the board of the Federal Reserve, the nation's central bank. The vote was 91 to seven.

It was then due to vote on two more appointments to the Fed board - those of Ms Alice Rivlin, the White House budget director, as Mr Greenspan's number two, and of Mr Laurence Meyer, a university economist, to fill the remaining vacancy.

President Bill Clinton nominated the trio in February, but Senator Tom Harkin, the liberal Democrat from Iowa, has been blocking a vote ever since, even though the outcome has not been in doubt. This is common practice in the chamber, as numerous ambassadorial and foreign policy nominees meeting with the disapproval of Senator Jesse Helms, the arch-conservative Republican from North Carolina, have discovered.

Last week, Mr Harkin achieved a compromise with Senator Trent Lott, the Senate's new majority leader, whereby he would withdraw his objections in return for



The frustrated and the phlegmatic: Rivlin (left) and Greenspan were awaiting their votes

three full days of debate on the nominations. Last Thursday and Friday, and yesterday, were set aside for this.

Mr Harkin's principal objection to Mr Greenspan, a Republican first appointed by President Ronald Reagan, was that he had conducted a monetary policy unnecessarily tight for the growth needs of the economy. The senator, who is up for re-election this year and

who ran unsuccessfully for the Democratic party's presidential nomination in 1992, has made much of the fact that high interest rates have damaged his farming constituency.

The long delay has proved an embarrassment for the Clinton administration. The president had spoken to Mr Harkin about it, but privately, and was clearly not willing to risk the loss of a Democratic seat in the

senate by breaking publicly with the senator.

Mr Greenspan himself had remained phlegmatic, but Ms Rivlin is understood to have become frustrated at the impasse.

A stickler for budget rectitude, she has found herself at some odds with White House political strategists interested in boosting spending for re-election purposes.

## Clinton poll leads stay strong

By Jurek Martin in Washington

Republican hopes that the Whitewater affair and other much-publicised problems for the White House will damage President Bill Clinton's chances of re-election, in November, continue to be disappointed, according to the latest national and state public opinion polls.

A Washington Post/ABC News survey, out yesterday, found the president leading Mr Bob Dole, the presumed Republican nominee, by 20 points (55:35 per cent), only two points down on his margin of mid-May. That is close to the most recent New York Times/CBS News poll, which put the gap at 19 points (57:38 per cent).

Other polls have shown a smaller difference, last week's Time/CNN survey having shown only a six-point gap. That brought much encouragement to the Dole campaign, although the poll's analysts warned it might only reflect a fleeting surge in support for the Republican's decision to leave an unpopular Congress.

The safest guess from the various national surveys - tallying with the internal polling of both campaigns - is that the president still appears to hold a lead of about 15 points.

That has remained near-constant for some months, in sharp contrast to the volatility of 1992, when Mr Clinton, President George Bush and Mr Ross Perot, the independent candidate, exchanged the lead

among themselves in the early summer.

The news from the latest state polls, however, remains bleak for Mr Dole. In spite of recent campaigning in California, this week's Field poll found Mr Clinton ahead by 29 points (57:34 per cent) in the largest state, seven points up on the previous survey in March.

In a four-way race, Mr Clinton had 44 per cent, Mr Dole 29 per cent, Mr Perot 13 per cent and Mr Ralph Nader, the veteran consumer activist, 8 per cent. Mr Perot's plans remain unclear, but include the possibility that Mr Dick Lamm, a former governor of Colorado, might run as the nominee of his Reform party.

In New York, the third big-

gest state, a local poll put Mr Clinton ahead by no fewer than 33 points (63:30 per cent). In Florida, a state Mr Dole must win, Mr Clinton was leading by 13 points (48:35 per cent).

Mr Clinton is even competitive in many of the 13 southern and border states long considered the Republican stronghold.

This has forced Mr Dole to spend, in shorting up his base, time which might have been more profitably put into the larger, battleground states.

Most surveys found greater public awareness of the Whitewater affair but little inclination yet of its elevation to the level of concern reserved for issues such as crime and the economy.

Among young surfers,  
Tom makes waves

Even in an industry where whizzkids abound, this fellow is a spring chicken, writes Bernard Simon

Tom Williams has the work habits and life-style of a typical North American computer executive. As director of online media at Vancouver's fledgling MultiActive Technologies, he spends long days (and sometimes nights) preparing to launch an interactive science education magazine on the Internet later this year.

His last job was with Apple Computer in California, and he says he turned down a job offer earlier this year from Microsoft founder Mr Bill Gates.

He often eats dinner at a well-known Italian restaurant on Vancouver's chic Robson Street, before walking home to his two-bedroom condominium on False Creek.

What makes Mr. or rather Master, Williams unusual is his age. Even in an industry where whizzkids abound, Tom is a spring chicken. He turned 17 last January.

Self-assured yet likeable, Tom began his career at the age of 13 while still at school in Victoria, British Columbia. He created a computer game that he boasts was "so cool that if you were stranded on a desert island and wanted one piece of software, you'd take this one".

Tom also set up a consultancy to help neophytes buy and install computer equipment. Mr Richard Catinus, Apple's local sales manager who previously ran a computer store, recalled that the 13-year-old "phoned me up, introduced himself as a computer consultant and asked if he could bring his customers into the store".

Apple's systems engineer in Victoria told head office about the young entrepreneur. As Tom recalls, in May 1983 he received a personal letter from Apple's then-chief executive Mr John Sculley and two air tickets to a software developers' conference in California.

Most surveys found greater public awareness of the Whitewater affair but little inclination yet of its elevation to the level of concern reserved for issues such as crime and the economy.

months later - "my mom would know the date". Apple confirmed that Tom worked in its interactive music group, but declined to discuss his duties or performance.

Apple was able to get around child-labour laws by hiring Tom's BC-registered company, called White Sands, as a contractor.

Tom stayed in California for two years. But, he said, Apple "was not a company that I could grow any further with in my professional career. I wanted to find a company that I could work with on creating a project for kids." Furthermore, "Bill Gates' offer didn't terribly excite me," he said. (Microsoft officials were unable to comment on any dealings with Mr Williams.)

MultiActive, Tom's present employer, was started last year by Mr Terry Hui, chief executive of Concord Pacific, a large Vancouver property developer whose shareholders include Mr Li Ka-shing, the Hong Kong tycoon, and Hong Kong's Hui family.

Tom declined to reveal his pay. "Didn't your mother teach you not to ask other people how much they earn?" he asked an interviewer almost

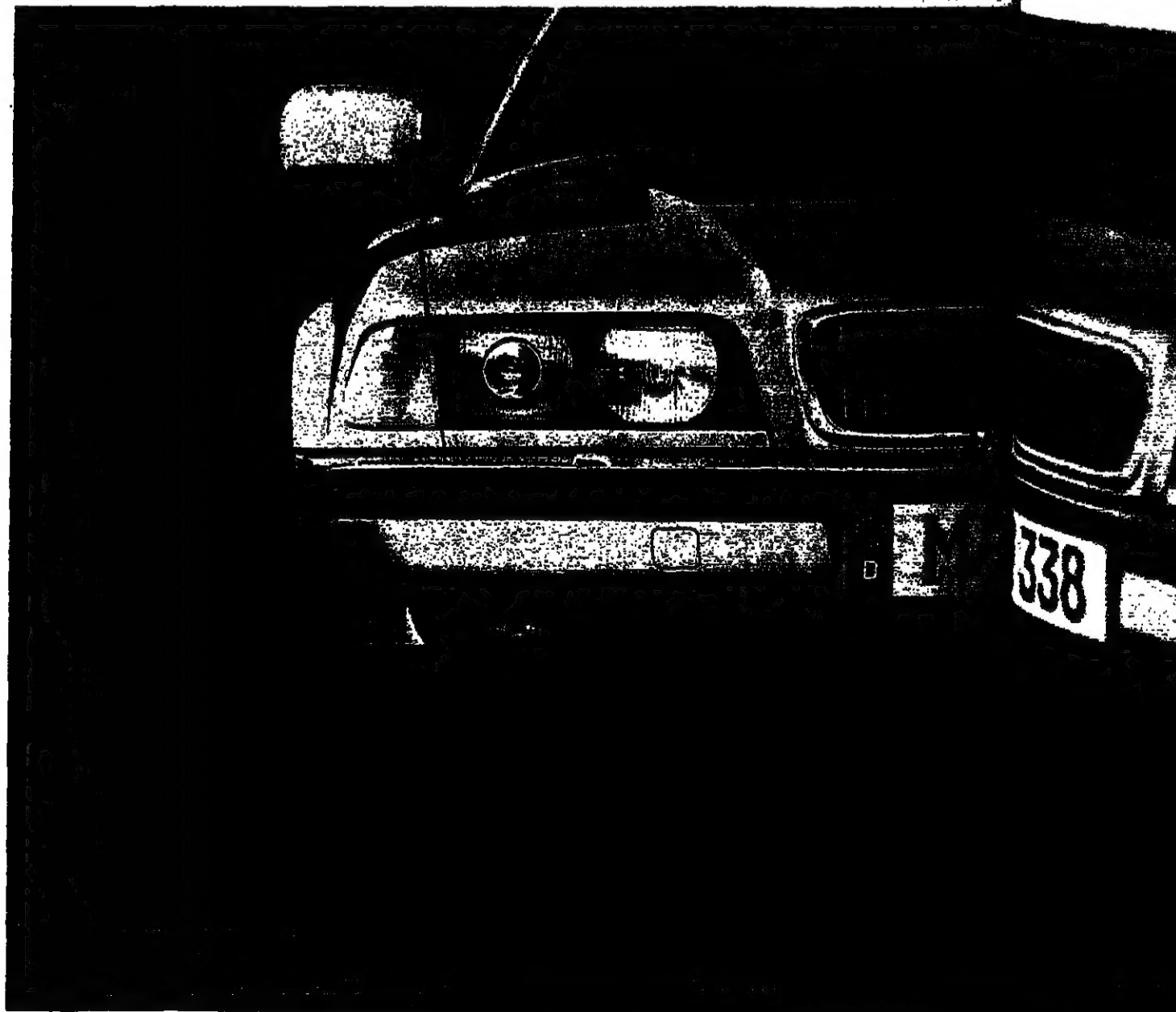
three times his age. He said he makes "a very comfortable salary". The Victoria Times-Colonist last year reported his annual earnings at C\$60,000 (US\$88,000). The figure emerged in court when his father, an English professor at the University of Victoria, applied to be relieved from child support payments to his ex-wife, Tom's mother.

Mr Sculley, who is now chief executive of Live Picture, a California-based imaging software company, invited Tom to New York recently to discuss his involvement in a children's TV programme due to go on the air in 1998 as a successor to Sesame Street.

Asked whether he worries about burning out at an early age, Tom ticked off his numerous other interests. He was principal cellist with the Victoria Youth Orchestra, and still plays regularly. He said he had just finished reading Dostoevsky's *House of the Dead*. In some ways, Tom Williams has the air of a happy-go-lucky teenager. "To my family I'm nobody but another kid," he said. "I'll tell my mom about a deal, but all she wants to know is whether I'm eating and sleeping enough."



Tom Williams: created a 'so cool' computer game

WOULD YOU RATHER DRIVE  
THE LUXURY CAR ON THE LEFT,

On the one hand, the 7 Series is a performance machine perfected on a racetrack at the Nürburgring, on a circuit so demanding it is no longer used by Formula One racing cars. On the other, it is a hushed environment that silently whisks you to your destination (as it coosets you with everything from a heated steering wheel to a 330W CD system offering you the acoustic profile of a cathedral or a jazz club).

In short, it is different from every luxury car you may have sat in because it regards the driver as a functional component of the car. A level of technology unprecedented on four wheels makes all this possible. This technology extends from a computer that navigates you around an unknown town, to an automatic gearbox that actually adapts to the way you drive.



The 'mad cow' crisis - Labour party leader tells prime minister there is 'humiliation' in deal with EU

## Evidence for CJD link 'has strengthened'

By Clive Cookson, Science Editor

Europe's leading experts on spongiform encephalopathies said yesterday that the scientific evidence for a link between BSE and its human equivalent, Creutzfeldt-Jakob disease, had grown stronger during the past three months. But the risk of a large epidemic of CJD had receded.

The scientists were meeting in London under the auspices of the European Science Foundation and the UK Medical Research Council, exactly three months after the UK government's announcement that

Mr John Major, prime minister, will today seek an end to the beef crisis at the European Union summit in Florence, by agreeing to an additional cull of cattle which could cost at least 280m (£123m) in compensation to farmers. The British agriculture ministry admitted that its climbdown over the extent of the cattle cull would be costly.

Mr Major was reported to be furious with the current beef crisis - that a new variant of CJD had been discovered in a dozen young adults and was probably caused by their eating BSE-infected beef in the late 1980s. They said that intensive searches of patient databases and medical records through-

out Europe had shown that NV-CJD, as it is now known, really is a new disease with different symptoms and different brain pathology to conventional CJD. Nothing like it had been found previously anywhere else.

"Three months ago there was the possibility that it was an existing variant that had previously gone unrecognised and unreported," said Professor Peter Smith of the London School of Hygiene and Tropical Medicine, the meeting co-ordinator. "Now we are more confident that it is something new -

and that strengthens the evidence for a link with BSE."

"BSE has to be far and away the front-running hypothesis," said Dr John Collinge of St Mary's Hospital Medical School, London.

But a joint statement from the meeting emphasised that there was still no proof. The link is "based only on the geographical and temporal coincidence of the two conditions, and the plausibility of the association," the scientists said.

Dr Robert Will, head of the UK's CJD surveillance unit in Edinburgh, said the total number of confirmed cases of

NV-CJD in the UK was still 11. There has been one case in France. In addition, a "small number" of suspected cases are under investigation.

The scientists said it would become clear from the number of NV-CJD cases over the next year whether any epidemic would be small or large. But the fact that there had not been a surge of new cases over the past three months made them cautiously optimistic.

"I would not be surprised if there were a few tens of cases over the next year," said Prof Smith. "If it becomes much larger than that, one would begin to be worried."

## Controls need to reverse record of complacency

By Deborah Hargreaves in London

The government has accepted the European Commission's framework for lifting the worldwide ban on beef exports. But getting the embargo removed hangs on its ability to convince the rest of Europe that it can police the crackdown on the bovine spongiform encephalopathy disease.

European Union countries are sceptical of Britain's ability to stamp out BSE. Reflecting this, the Commission's document says: "Any position on BSE and on lifting the UK export ban needs to be seen in the context of considerable misgivings about the effectiveness of past actions taken by the UK in relation to BSE."

Officials at the Commission believe that if Britain had implemented proper controls to deal with BSE at the time of the initial crisis in 1983, the disease would have been much closer to eradication by now.

The commission cites a catalogue of complacency by Britain in imposing measures to stamp out BSE. This includes changes in rendering practices in the UK in the late 1970s which are believed to have allowed the disease into cattle feed in the first place. In addition, officials do not believe the 1983 ban on meat and bone meal from cattle and sheep feed was enforced strictly - accounting for the 27,000 cattle which were born

## What Britain wanted

• Cull of 20,000 cattle

• Rapid lifting of export ban on beef to countries outside the EU

• Progressive lifting of ban on cattle and sheep feed

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## What EU proposed

• Cull of 200,000 to 400,000 cattle

• Lifting of export ban for countries outside the EU

• Progressive lifting of ban on cattle and sheep feed

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## What the UK proposed

• Cull of 200,000 to 400,000 cattle

• Lifting of export ban for countries outside the EU

• Progressive lifting of ban on cattle and sheep feed

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to contract BSE - there was only one case last year.

The government has now made possession of banned feed on farms a criminal offence, punishable by a fine of up to £5,000 (£7,650). The UK Agricultural Supply Trade Association is organising a series of collections to destroy meat and bone meal. The Commission wants the UK to force farmers and feed mills to cleanse premises and equipment once it has been collected.

More seriously, the ban on specified bovine offals from the food chain was being widely flouted and the government had been warned repeatedly that these rules were almost impossible to carry out.

One problem with tightening up inspection procedures was that responsibility lay in the hands of local authorities; the enforcement of the rules varied across the country.

The Chartered Institute of Environmental Health wrote to the Ministry of Agriculture (Maf) in February 1990, three months after the specified bovine offal ban had been introduced, to express concern about the new rules.

Mr David Statham, chairman of the institute's food committee who headed meat inspections at the time, said: "There seemed to be an attitude at the ministry that these were window dressing measures and beef was really safe anyway. It is not surprising that abattoirs

took the view 'what does it matter if a bit of spinal cord is left on'."

The rules called on abattoirs to perform almost surgical operations in a competitive environment where operators had to work extremely fast to remain profitable. Farmers, Maf and the meat industry recognised there was a problem with enforcement and the government set up a unified system of inspection.

This resulted in the creation of the Meat Hygiene Service (MHS) as a department of Maf in April 1995. It was not until then that the government could carry out unannounced spot checks on slaughterhouses. In 1995, spot checks found that 48 per cent of the slaughterhouses checked were failing in their handling of specified bovine offal. To tighten up policing of slaughterhouses, the MHS is now recruiting 300 more inspectors in addition to its existing 500.

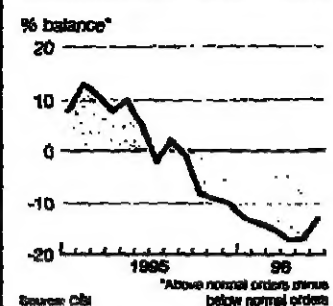
The Commission, however, still expresses doubts about the measures in place in abattoirs and is pressing the UK to improve methods of handling specified bovine material.

The government is now confident it has enforcement procedures in place to deal with BSE, but it has taken 8 years and much arm-twisting from the European Commission to get there. "In retrospect we'd all say everything should have been pushed that bit harder," said Mr Gardiner.

## UK NEWS DIGEST

## Growth 'one of G7's highest'

## Manufacturing total orders



Source: CBI

became more optimistic about UK growth, revising up its forecast for GDP growth to 2.5 per cent this year and 3 per cent in 1997. This would make the UK the second-fastest growing economy in the Group of Seven leading industrialised nations next year. But it insisted the government would still meet its inflation target as inflation falls below 2.5 per cent over the next two years.

In a separate survey, the Confederation of British Industry - the UK's largest employers' lobby - says today that weak overseas demand is keeping UK manufacturing in the doldrums in spite of signs of a revival in domestic demand. The CBI's latest monthly industrial trends survey finds orders for manufactured goods were below normal for the 10th successive month, while export demand was at its lowest level for a monthly survey since February 1994.

Graham Bowley and Moroko Rich

## High-tech training centre planned

The government is expected next month to announce the establishment of a national microelectronics institute aimed at improving British skills in manufacturing semiconductors. The institute will be set up in Scotland, which beat off a strong challenge from north-east England.

The government hopes the scheme will help address the UK's shortcomings in technical training - a weakness identified in the annual competitiveness white paper published last week by Mr Michael Heseltine, the deputy prime minister.

US and Japanese semiconductor manufacturers with plants in the UK will support the institute by making available their laboratories and equipment for training and for research. Although it will have a small government-funded headquarters, almost all the training will take place in the plants of multinationals.

James Duxton and Stefan Wagstyl

## 'Arms-for-Iran' Tory cleared

Mr Jonathan Aitken (right), the former Treasury chief secretary, was yesterday cleared of complicity in the sale of weapons to Iran, bringing to an end a series of assaults on the government's handling of Middle East arms sales. The all-party House of Commons trade and industry committee said there was no evidence to support allegations over his directorship of the arms company BAE. Mr Aitken had insisted he did not know that naval guns made by the company were being shipped to Iran in contravention of a UN embargo. The committee dismissed evidence from Mr Gerald James, former chairman of BAE, that Mr Aitken was present at a meeting in November 1988 at which plans were discussed to supply the weapons via Singapore.

Mr Aitken said he had been "exonerated and vindicated" by the unanimous findings. He said he had been told informally by Customs and Excise, which is conducting a criminal investigation into the affair, that they had also cleared him. Mr Aitken expressed hope that, once two libel actions he had initiated had been cleared, he would return to a cabinet position. John Kampfner and David Wighton at Westminster

## Standard Chartered fined

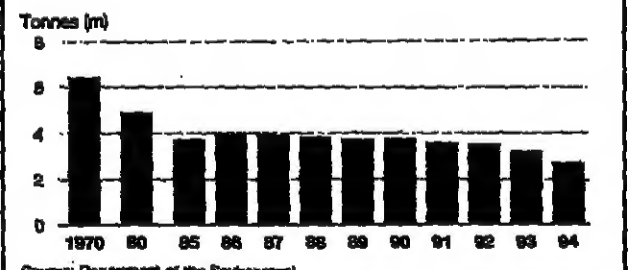
The Securities and Futures Authority, which regulates traders and brokers in City of London financial markets, has fined Standard Chartered, the UK-based international bank \$25,000 (\$38,250) after one of its dealers falsified records to hide losses estimated at up to \$500,000. The fine was levied even though Standard Chartered quickly uncovered the loss at its capital markets unit, since closed, and immediately notified the SFA.

George Graham, Banking Correspondent

## On target to limit acid rain

Britain is on target to meet United Nations targets for a reduction of sulphur dioxide emissions by the year 2000, according to official statistics showing a 45 per cent drop in emissions between 1980 and 1994. A significant factor in the

## Sulphur dioxide emissions



Source: Department of the Environment

reduction was the power industry's switch away from coal-fired stations. The UN Economic Commission for Europe's second sulphur protocol sets reduction targets for sulphur dioxide emissions of 60 per cent by 2000 - from a 1980 baseline. Sulphur dioxide causes acid rain, which destroys forests and lakes. It is regulated by international convention mainly because acid rain crosses national boundaries. Leyla Boulton

## Lloyd's agrees facility for bank loan up to \$460m

By Ralph Atkins and Antonia Sharpe in London

Lloyd's of London has agreed a bank loan facility worth up to \$300m (\$460m) to help fund its ambitious recovery plan - including any shortfalls caused by the insurance market's US difficulties.

The facility, arranged with three banks, is the market's first publicly syndicated loan. That suggests that confidence in Lloyd's long term future is returning. But the size of the loan highlights the financial pressures Lloyd's faces even after implementing its plan this August.

The borrowing costs could also pose an unwelcome extra burden on the future market. Last night, Limit, a listed company, became the first of the new generation of corporate investors at Lloyd's to announce it would vote in favour of a refundable levy being imposed on members underwriting since 1993.

But Limit warned that its support for the recovery plan would be on the basis "that the future market contribution is not increased excessively".

Costs of the loan facility will be funded by a charge of up to 1.1 per cent on insurance premiums collected in 1997 and beyond. Pre-payment before the end of this year could cut the bill, however. Details of the

loan facility were announced as Lloyd's last night posted revised statements showing the impact of its recovery plan on all 34,000 Names, individuals whose assets have traditionally supported the market. The plan includes a \$3.1bn out-of-court settlement offer.

The statements show substantial improvements compared with earlier estimates in March. Names in Australia had last night already received summary statements and Mr John Stace, Lloyd's deputy chairman who is in the country, said they were sending "positive shock waves".

Lloyd's arranged the loan facility because it needs to pass regulators' solvency tests on August 31. By then Names should have final details on the plan but may not have paid the cost of setting up Equitas.

In addition, US state securities regulators are pursuing legal action alleging investment in Lloyd's was mis-sold. The loan facility could help Lloyd's proceed without full support of US Names.

The five-year facility has been underwritten by Lloyd's long-standing bankers, Citibank, NatWest Markets and Royal Bank of Canada. The three banks are likely to sell down their underwriting commitments by syndicating the loan to other banks.

Party that launched the state service in 1947 would not restore it in full

## Labour cautious on health reforms

By Mark Suzman in London

A Labour government would not scrap the present Conservative administration's five-year-old reforms of the National Health Service, Mr Tony Blair, the party leader, said yesterday. But it would make changes to alleviate the most damaging aspects of increased competition inside the service.

Mr Blair told delegates at the annual conference of the National Association of Health Authorities and Trusts that a Labour government would replace competitive contracts

with co-operative planning and would scrap the system whereby family doctors manage their own budgets. It was the Labour leader's most detailed policy statement on health to date. He confirmed that, in spite of his party's longstanding opposition to the government's reforms, Labour would not seek to end the division between health authorities and hospital trusts because such moves would prove disruptive to patient care. It was the 1945-51 Labour government which introduced the NHS, with its commitment to providing free healthcare for

all. "I believe in practical reform - not upheaval based on dogma," Mr Blair said yesterday. "Our priority will be to make changes that are in the interests of patient care and not start making organisational change where it is not needed."

Mr Blair tried to reinforce Labour's reputation as the party most likely to protect the fundamental values of the NHS. He promised that Labour would tackle "unacceptable variations" in treatment by creating the post of minister for public health with responsibility for co-ordinating policies

across government departments. Mr Blair also sought to put Mr Stephen Dorrell, the health secretary, on the defensive by accusing senior Conservatives of planning to turn the NHS into an inadequate "rump service" that would force more people into private healthcare.

Mr Dorrell, who will address the conference today, has repeatedly committed the government to maintaining comprehensive health provision on the basis of need rather than ability to pay.

Editorial comment, Page 13

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## SURVEY: LONDON BUSINESS PROPERTY

# A market in the ascendant

London's commercial property market is coming back to life, with development returning to the office, retail and leisure sectors. But demand from tenants remains patchy and only the best buildings will thrive, writes Simon London, the author of this special report

The old estate agency saw holds that the three most important features of an office building are location, location and location. For many companies looking for head office buildings, though, specification is now at least as important as the position and address.

Details such as floor-to-ceiling heights, the efficiency of the space and the specification of the air conditioning are the starting points from which any search for a building begins.

Property developers dream of being able to bring forward top specification buildings in prime locations. The most talked-about new building in central London is 30 Berkeley Square, where the Prudential Corporation is close to finishing a 48,000 sq ft headquarters in one of the very best locations in the West End. If Prudential can let the building for more than £50 per sq ft, the wider property market will join the celebrations.

But rents for top specification buildings in Berkeley Square are not a guide to conditions in the wider central London property market.

Companies looking for headquarters buildings in less select locations will find that the severe shortage of space which was in evidence a year ago has started to ease.

Speculative developments are bringing about 1m sq ft of new office accommodation to the market in each of the next three years. The first of the new speculative buildings have been completed and are ready for occupation.

Hermes, the post and telecommunications pension fund manager, this month launched Nations House, its refurbished office building in Wigmore Street, to the north of Oxford Street. The 100,000 sq ft is the only headquarters building of its size now available in the West End. Hermes is asking £36 per sq ft.

Great Portland Estates has completed 180 Great Portland Street, a 70,000 sq ft building in the same district as Nations House. Arconas has finished its smaller 30,000 sq ft headquarters building at 50 Pall Mall.

These new buildings are competing against a selection of second-hand but modern buildings which have come on to the market during the last 12 months.

Grand Metropolitan vacated three buildings as a result of its move to Henrietta House, the company's new 100,000 sq ft headquarters to the north of Oxford Street. The net result of these moves is that Grand Met is releasing 50,000 sq ft of

empty office space onto the market.

The largest of these available buildings is at 20 St James's Square, where Grand Met is asking £37.50 per sq ft for the 72,000 sq ft building.

Its other unwanted buildings are at 151 Marylebone Road, a modern 50,000 sq ft building, and at 1 York Gate, close to Regents Park, where the company hopes to sell a smaller 25,000 sq ft period office.

Second-hand space has been in evidence in many of the largest West End lettings this year. Pearson Television recently leased 157,000 sq ft at 1 Stephen Street. Prudential, the landlord, is contributing £3m to refurbish the building.

MTV, the television company, took 120,000 sq ft to the north of Oxford Street in a building formerly occupied by Credit Suisse First Boston, the investment bank.

Kvaerner, the Norwegian engineering group, leased 32/24 King Street, a building formerly occupied by Incheape, which moved out as part of a rationalisation exercise.

Rationalisation means that corporate headquarters buildings are generally shrinking. Grand Met stands out as a company willing to lease a 100,000 sq ft head office in the West End. Most of its peers are reducing staff numbers and taking buildings of 30,000 to 50,000 sq ft. "Companies are shrinking their London HQs and decanting staff to other locations," says Mr Chris Boulton of Hillier Parker, the chartered surveyors.

One implication is that bigger West End buildings now coming to the market - including Nations House, 160 Great Portland Street, and 1 St James's Square, where National Westminster Bank has started work on a 100,000 sq ft building - could be let to more than one tenant.

With this in mind, Grosvenor Estate Holdings is planning to create four buildings in one when it redevelops Hobart House, the former headquarters of British Coal in Grosvenor Place, Victoria. The site could have accommodated up to 300,000 sq ft in a large block. Instead, Grosvenor plans to build 210,000 sq ft in four self-contained units around a central atrium which will hold facilities such as restaurants and shops.

"Fifteen years ago we would have been tempted to maximise space on the site. Smaller head offices with access to communal facilities such as health clubs have become part of the culture of large organisations," says Mr Dick de Broekert, development director. As specification takes over from location as the most important criterion for a head office building, the West End is also facing direct competition from the City, Docklands and the western corridor which stretches towards Heathrow airport. Readers Digest, the publishing company which was based in the West End, last year acquired a new head office at Canary Wharf in Docklands. Disney, the US entertainment group, has settled in Hammersmith.

At the same time, traditional City occupiers are moving westwards. First National Bank of Chicago has taken 200,000 sq ft of space at British Land's Regents Place development - formerly known as the Euston Centre - on the northern edge of the West End.

The lesson is that the traditional boundaries between areas of central London have become blurred. Companies looking for a headquarters building are casting their net outside the traditional heartland of Mayfair and St James's.

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The lesson is that the traditional boundaries between areas of central London have become blurred. Companies looking for a headquarters building are casting their net outside the traditional heartland of Mayfair and St James's.

## Financial sector

# Investment banks are showing the way

Institutions appear now to want the freedom to buy rather than lease their premises

Financial sector occupiers are on the move, and it is investment banks which are leading the way in the search for modern, efficient headquarters buildings.

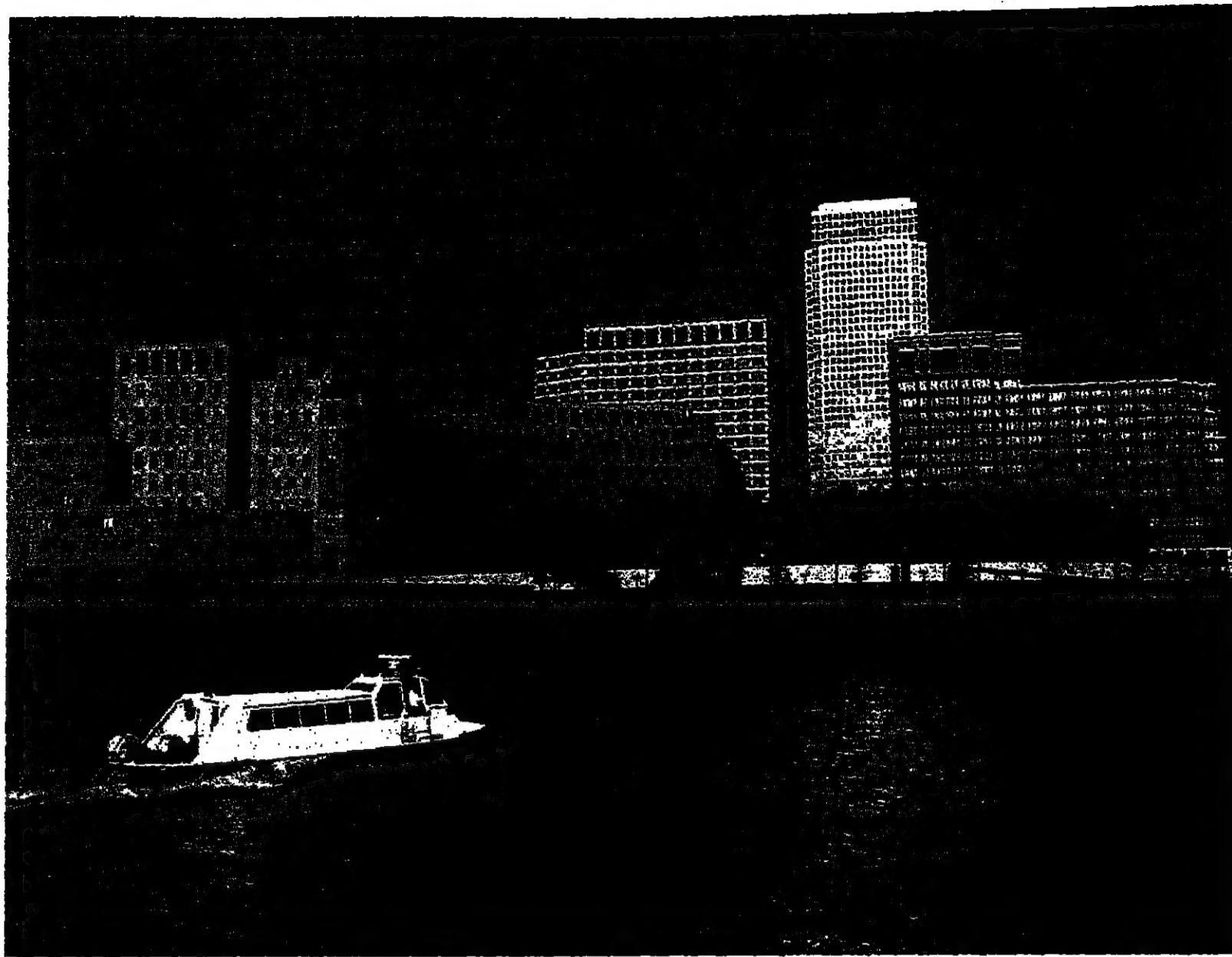
Four big banks - Banque Paribas, ABN Amro, Barclays de Zoete Wedd and Deutsche Morgan Grenfell - have decided to move in the last 12 months.

The thread they have in common is that each bank wanted to bring all its staff under one roof in buildings which could accommodate large trading floors.

Deutsche Morgan Grenfell was the only bank to opt for a traditional City location.

It is building its new headquarters on Old Broad Street, in the heart of the Square Mile. Banque Paribas is building its headquarters near Marylebone, on the fringe of the West End.

ABN Amro is building on a



Canary Wharf: with a financial collapse and a bombing now in the past, it is back in contention with 8m sq ft of office space

Picture: Pegasus 1996



Spitalfields (left) under reconstruction; could take one more large building; and Nations House (right) launched on the market in the West End this month

Picture: Pegasus 1996

similar scale at Spitalfields, just outside the City boundaries.

EWZ, the investment banking arm of Barclays bank, opted to lease space at Canary Wharf in Docklands.

"There are other banks which look likely to follow this trend of moving (or staying) outside the City boundaries."

Citibank has shortlisted Canary Wharf and London Bridge City, on the south bank of the Thames, as potential locations for its planned European headquarters.

Property agents say that these moves to locations outside the traditional City reflected a temporary shortage of sites ready for immediate development within the Square Mile.

Some of the very biggest sites in the City were until recently disadvantaged by either complex ownership or planning problems.

For example, Paternoster Square, to the north of St Paul's Cathedral, was held by a joint venture comprising Mitsubishi Estate of Japan, Park Tower Realty of the US and Greycoat, the UK developer.

Mitsubishi last year bought out its partners. The Japanese company is now deciding whether to redesign its plans for the site, which is one of the most architecturally sensitive in the UK.

Baltic Exchange had planning permission for 300,000 sq ft of office space but Trafalgar House, the owner, had to retain part of the original exchange, which was badly damaged by the 1992 IRA bomb.

Trafalgar has since reached an understanding with heritage groups that the old exchange could be demolished under certain circumstances.

This has allowed the company to redesign its plans for a big new building on the site.

The Corporation of London, the City's local authority, is eager to provide financial sector occupiers with suitable development sites. But in an area of fragmented property ownership and historic buildings, this is not always possible.

Another common thread

from the recent batch of financial sector moves is that financial institutions appear to want to buy rather than lease their premises.

EWZ was the only one of the four large investment banks to take a conventional occupational lease.

The three European banks opted to buy an interest in the freehold of their sites. Citibank is also thought to favour this route.

"Banks want the control that an equity interest gives them. They will not have to ask the permission from landlords if they want to knock down a wall. They do not want to be at the beck and call of market rents," says Mr Bradley Baker of Knight Frank, the chartered surveyors.

The pace of financial sector movement shows no sign of slowing. Citibank is expected to announce its favoured site in the next two to three months.

Merrill Lynch, which recently acquired Smith New Court, has started to search for new premises, as has Life, the financial futures and options exchange.

Other organisations with a long-term requirement for new premises include Chemical Bank, SBC Warburg, Schroders and Dresner Bank.

These banks will be subject to intense courting by developers. In addition to Paternoster Square and Baltic Exchange, City sites such as Puddle Dock and Times Square - both close to Blackfriars Bridge - could accommodate very large buildings.

Outside the City boundaries, Spitalfields could also take at least one more large building. Canary Wharf, meanwhile, was only one-third completed in 1992 and has capacity for another 8m sq ft of office space.

The development was last year acquired by a US consortium led by Mr Paul Reichmann, the Canadian who masterminded its development in the late 1980s.

Competition among sites and developers suggests that big banks will be able to negotiate very good terms.

At the smaller end of the market, rents are also under competitive pressure.

There is currently about 8m sq ft of office space under construction in the City of London, about two-thirds of which is speculative.

The largest speculative development in the City is the Natwest Tower, where National Westminster Bank has refurbished its 300,000 sq ft former headquarters building which was also damaged by an IRA bomb.

In addition, there are eight other speculative developments of over 100,000 sq ft in the core of the City, including 90 Bishopsgate, another bomb damaged tower.

This has been totally refurbished by Hammersmith, the UK property company.

The first of the new generation of City buildings have now been completed. The list of these includes British Land's Corn Exchange and 90 Queen Street, developed by Wates City of London Properties.

At the same time, city rents have certainly increased from the £90 per sq ft which prevailed two years ago.

Rents are now firmly above £36 per sq ft for the best space. The acid test will be whether these brand buildings are let to tenants at close to the rents being asked currently by their landlords. At 90 Queen Street, for example, Wates is asking £40 per sq ft.

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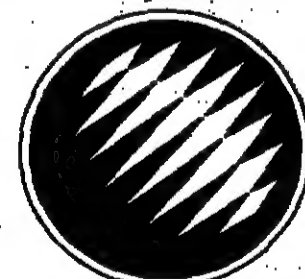
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## Leisure

## Festival raises commercial issues

Central Piccadilly may lure most tourists, while only some venture out to suburban sites

After weeks of negotiations between the government and potential sponsors, the Millennium exhibition now looks certain to go ahead in Greenwich, east London.

The question for the property industry is whether the planned extravaganza will stimulate the capital's leisure industry or provide unwelcome competition for purely commercial ventures. The last few years has witnessed a proliferation of leisure developments around the capital, ranging from high-profile conversions of public buildings to smaller theme pubs and restaurants.

Some of the larger projects have been in the pipeline for years. The planned redevelopment of Battersea power station, the landmark brick building to the west of central London, has been stalled since the late 1980s. At County Hall, on the south bank of the Thames opposite the houses of parliament, Shira-yama, the Japanese developer, has spent the last three years building a centre which will include Europe's largest aquarium.

But the list of older projects has been fuelled by a new wave of developments. At the Trocadero on Piccadilly Circus, Burford, the quoted property company, last year announced plans to build a virtual reality theme park in a joint venture with Sega, the Japanese manufacturer of electronic games.

Earlier this year, Time Warner, the US entertainment group, and MAI, the UK broadcasting and financial services company announced plans to invest £225m in a theme park studio complex in Hillingdon, Middlesex. The complex, to be called Warner Brothers Movie World, will occupy a 150-acre green belt site and is scheduled to open in 1999 if planning issues can be resolved.

A consortium including Pillar, the quoted property com-

pany, and Alfred McAlpine, the construction company, was last month selected by Harzley Council in north London to redevelop Alexandra Palace.

Ally Pally, as the complex is commonly known, was built in the 1870s as a pleasure palace but has been dogged by financial problems.

The consortium hopes to reverse its flagging fortunes by investing £50m in a redevelopment which will include a broadcasting museum - to mark the first transmission from the site by the BBC - a multiplex cinema and tennis centre.

Competing with these large

## Leisure parks are springing up throughout London

projects is a plethora of local leisure parks which are springing up throughout London. MEPC, the property company, last year paid £10.5m for a leisure park including a multiplex cinema and bowling alley at Park Royal, north west London.

Whether the capital can support so many leisure developments - with or without the Millennium exhibition - is uncertain. The Trocadero benefits from its location on one of London's busiest shopping and tourist streets. The area around Piccadilly Circus has become the focus of intense competition between pub and restaurant operators which has pushed up rents by 30 per cent in two years.

"My enthusiasm is for the location rather than for leisure property in general. The strip between Piccadilly Circus and Covent Garden has potential to become the fun capital of Europe," says Mr Nick Leslau, Burford chief executive.

He argues that all tourists coming to London will visit this central strip, while only some will venture out to leisure attractions in suburban locations.

Big leisure developments in

suburban locations such as Battersea, Alexandra Palace and Hillingdon will have to overcome poor public transport infrastructure and congested roads if they are to be a success.

Transport is one of the central considerations in the preliminary study now being carried out by Parkview, the Hong Kong company which owns Battersea power station.

Although there are plans for a shuttle service between the site and Victoria Station, the roads in the mainly residential area have little spare capacity. Parkview's potential backers - including BAA, the airport operator, Gordon Group of the US, and Mr Andrew Lloyd Webber, the composer - are awaiting the outcome of the study before deciding whether to commit further funds.

One factor working in favour of all London's leisure projects is the increasing number of overseas tourists coming to the capital.

The devaluation of sterling in 1992 provided the UK tourist trade with a welcome boost. The London Tourist Board estimates that about 21m UK and overseas visitors came to London in 1995, spending about £7bn.

This represents a substantial inflow of cash into the London economy and leisure developers are eager to claim their share.

The influx of tourists has also kindled interest in hotels as investments. At County Hall, Whitehead, the brewing and leisure company, is planning to build a 300-room four-star Marriott hotel and a 318-room Travel Inn budget hotel.

Many smaller office buildings are also being acquired for hotel conversions.

Burford recently acquired two Covent Garden buildings which it plans to turn into trendy hotels aimed at a young and wealthy clientele.

BT last week sold an empty office building in Bird Street, Covent Garden to Embassy Capital Properties. The buyer is considering whether to turn the 46,000 sq ft building into a 100-room hotel.

## Retail

## Speeding activity

Unit size is important to increase the range of merchandise on display

Property agents often point to New Bond Street, running off Oxford Street in the heart of the West End, as a barometer of the health of central London's retail trade.

Three years ago New Bond Street was a forest of "to let" signs as retailers struggled against a slump in consumer spending.

Today there is barely an empty shop unit available. The same is true of virtually the whole of central London's prime shopping area.

The pace of activity has accelerated this year with a wave of large lettings to tenants led by international fashion retailers.

"Six months ago there were still between 6 and 10 units available in New Bond Street, today there is only one," says Mr Mark Tack of Conrad Ribbit, the chartered surveyors.

Rents for the best sites are approaching the peak levels of the late 1980s.

Top rents are now firmly above £200 per sq ft for the best space in Bond Street and would probably be up to £275 per sq ft in the western end of Oxford Street if the shops were available to let.

Competition for space is such that new tenants are paying premiums of up to £500,000 to existing occupiers to take over their leases. This is a practice which has not been seen since the late 1980s.

International fashion retailers have been among the most active by designers such as Armani and Versace.

Calvin Klein recently leased a unit in New Bond Street at a top rent of about £200 per sq ft. Three years ago this space would have commanded no more than £150 per sq ft.

Regent Street has also sprung into life with large lettings to tenants such as Warner Brothers. The airlines and the cloth sellers which traditionally maintained offices on Regent Street are gradually being replaced by mainstream retailers.

The area around Covent Gar-

den, Leicester Square and Piccadilly Circus is also thriving. The growth of theme pubs and restaurants has led to fierce competition for larger retail units.

With potential tenants bidding against each other, rents are on a rising trend.

In addition, unit size is becoming increasingly important as retailers aim to increase the range of merchandise on display in their stores. Small units are not the subject of the same competition among potential tenants.

"If you own a small shop unit the prospects are not that exciting, even on Oxford Street," says Mr David Watts of DTZ Debenham Thorpe, the chartered surveyors.

The City of London has long been starved of retail space.

## The City has tried to improve the facilities of retail space

This is a surprising fact given its huge pool of spending power.

The Corporation of London, the City's local authority, acknowledges the shortage and has tried to improve the quality and quantity of retail space.

Marks and Spencer recognised the potential of the City in the late 1980s by opening first a men's wear store and then a food store.

The group plans to open a full 100,000 sq ft store this summer.

Tesco, the supermarket group, is also moving into the City. At 80 Cheapside, an office development by Spen Hill Properties, the company is opening its first Tesco Metro within the Square Mile.

Cheapside remains the City's best shopping street. Books Etc recently leased about 4,000 sq ft at 80 Queen Street, the new development on the junction with Cheapside, at rents equivalent to about £175 per sq ft for the best space.

"This is the best rent achieved on Cheapside for six years," says Mr Ray Dowse of Healey & Baker, the chartered surveyors.

By contrast, the London suburbs have not experienced

such a strong up-lift in rents as the West End.

But consumer spending is recovering after years in the doldrums and big shopping centres are expanding at the expense of traditional high streets.

Brent Cross in north London, which was the UK's first covered shopping centre, has been the subject of a £40m refurbishment by its owners, Hammerston, the property company, and Standard Life, the life insurer.

The partners are planning a further expansion and are working on plans for a 230,000 sq ft extension, which will increase the floor area at Brent Cross by about 20 per cent.

At White City, to the west of central London, a consortium led by Chelsfield, the property company, is planning to build a 700,000 sq ft shopping and leisure centre.

The project would be the biggest of its type in London since Brent Cross was built in the mid 1970s. The site, which is next to an urban motorway, close to underground stations and in an area of high population density, looks to be promising indeed.

To the east of London, the UK's largest shopping centre is now under construction at Bluewater Park in Kent.

The project is an initiative by Lend Lease, the large Australian property and financial services group.

These new centres will compete with established suburban town centres and shopping centres such as Lakeside, Thurrock, in Essex, and the Bentalls Centre in Kingston, Surrey.

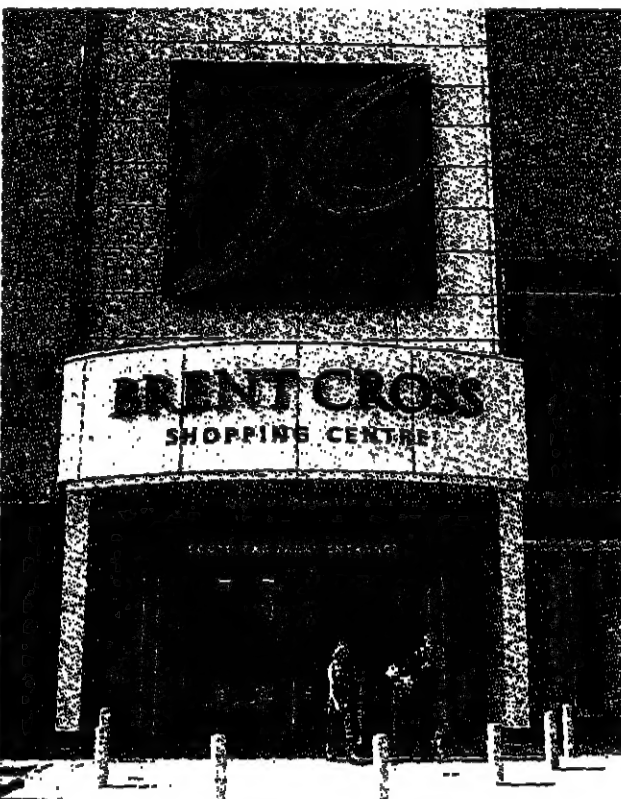
They will also provide added competition for Oxford Street, New Bond Street and Regent Street.

Property agents believe that central London will retain its status as the top shopping area. But this will only come about if it continues to attract flagship stores and to improve the shopping environment by extending pedestrian access, reducing traffic and other related measures.

"The West End has got to fight hard to retain its status. It has to offer the right tenant mix and the right environment," says Mr Chris Phillips of Healey & Baker.



The Trocadero on Piccadilly Circus: a central location. Picture: Fergus Wilson



Brent Cross: the UK's first covered shopping centre. Picture: Fergus Wilson

## Suburban offices

## Out-of-town market thrives

International companies might go elsewhere if modern office space is sparse

The experience of many US cities is that suburban and out-of-town office markets are flourishing while "downtown" locations remain awash with empty space.

While central London should be spared this fate by its status as an international centre, the suburbs and home counties are certainly thriving.

After five years of limited property development, occupiers looking for new offices for immediate occupation will find very little to choose from.

"The supply of high quality new accommodation has reached crisis point," says Mr Steve Mullen of Knight Frank, the chartered surveyors.

Mr Mullen estimates that

there are only about 40 new buildings available in out-of-town London and the home counties.

The shortage is especially severe in Surrey and the suburbs of south west London, where local authorities have restricted the amount of new office development over many years.

Jones Lang Wootton, the chartered surveyors, estimates that less than 1 per cent of the top-quality office stock in the western quadrant of London and the home counties is currently vacant.

There are no new buildings of any size left in towns such as Camberley, Guildford and Redhill or the south western suburbs such as Richmond and Twickenham.

The few remaining empty new buildings in the south west are rapidly being filled.

Earlier this month Novell, the software company, leased 1 Arlington Square, Bracknell, an 84,000 sq ft office building

which had been vacant since it was completed four years ago.

The towns and suburbs in the north western quadrant - which were left with a huge supply of empty space during recession - have also moved back into balance.

Tenants looking for space in the south west have had little choice but to widen their search to less fashionable locations such as Watford or Hemel Hempstead.

There is also a shortage of big new buildings in the western corridor, which stretches from Hammersmith to Heathrow airport along the M4 motorway.

One of the last empty new buildings in the corridor - Centre West at Hammersmith - was sold earlier this year to Disney, the US entertainment group, for its European headquarters.

In total, Knight Frank estimates that the supply of available office space around the M25 motorway had declined by 30 per cent in the year to March.

Part of the reason for this shortage is the appetite of international companies for buildings away from the centre of London.

The latest property trends survey by the CBI and Grimleys, the chartered surveyors, found that 80 per cent of office space requirements were for out-of-town buildings.

Although the pace of relocation out of central London has slowed, many companies establishing a base in the UK for the first time are opting for locations away from the City or West End.

For example, Pharmacia & Upjohn, the US-Swedish pharmaceuticals company which was formed by a merger last year, established its headquarters in Windsor.

But developers and financiers have also been slow to respond to the shortage of space.

"The providers of finance are wary. There are good developers sitting on good sites but without the necessary capital to bring forward new buildings," says Mr Mullen.

Institutional investors looking to forward-fund office developments have tended to restrict their activity to the prime areas of the West End.

A handful of new projects are being bought forward. Two of the largest speculative development projects are at Stockley Park and Bedford

Lakes, the business parks close to Heathrow Airport.

At Thames Valley Park, near Reading, Argent Development Consortium have started work on two new headquarters buildings which will be ready for occupation next summer. The consortium is a joint venture between Argent, the property company, Citibank of the US and the British Telecom Pension Scheme.

Despite these initiatives, the supply of new buildings is small in the context of the market as a whole.

"The total amount of space under construction on a speculative basis accounts for only 0.4 per cent of the total built stock. With demand at its highest level for five years, the shortage of good space can only become more endemic," says Mr Chris Haint of Jones Lang Wootton.

Against this background,

Landlords are also achieving longer leases and fewer concessions such as rent-free periods

rents achieved by landlords for prime new buildings are on a rising trend.

The highest rents are being achieved in Hammersmith, Heathrow and out-of-town Reading, where deals have been struck at £23 per sq ft or more.

In common with central London, landlords are also achieving longer leases and fewer concessions such as rent-free periods. Leases of 15 years are now common.

Mr Mullen points to two dangers arising from this shortage of modern office space. The first is that international companies will simply locate elsewhere.

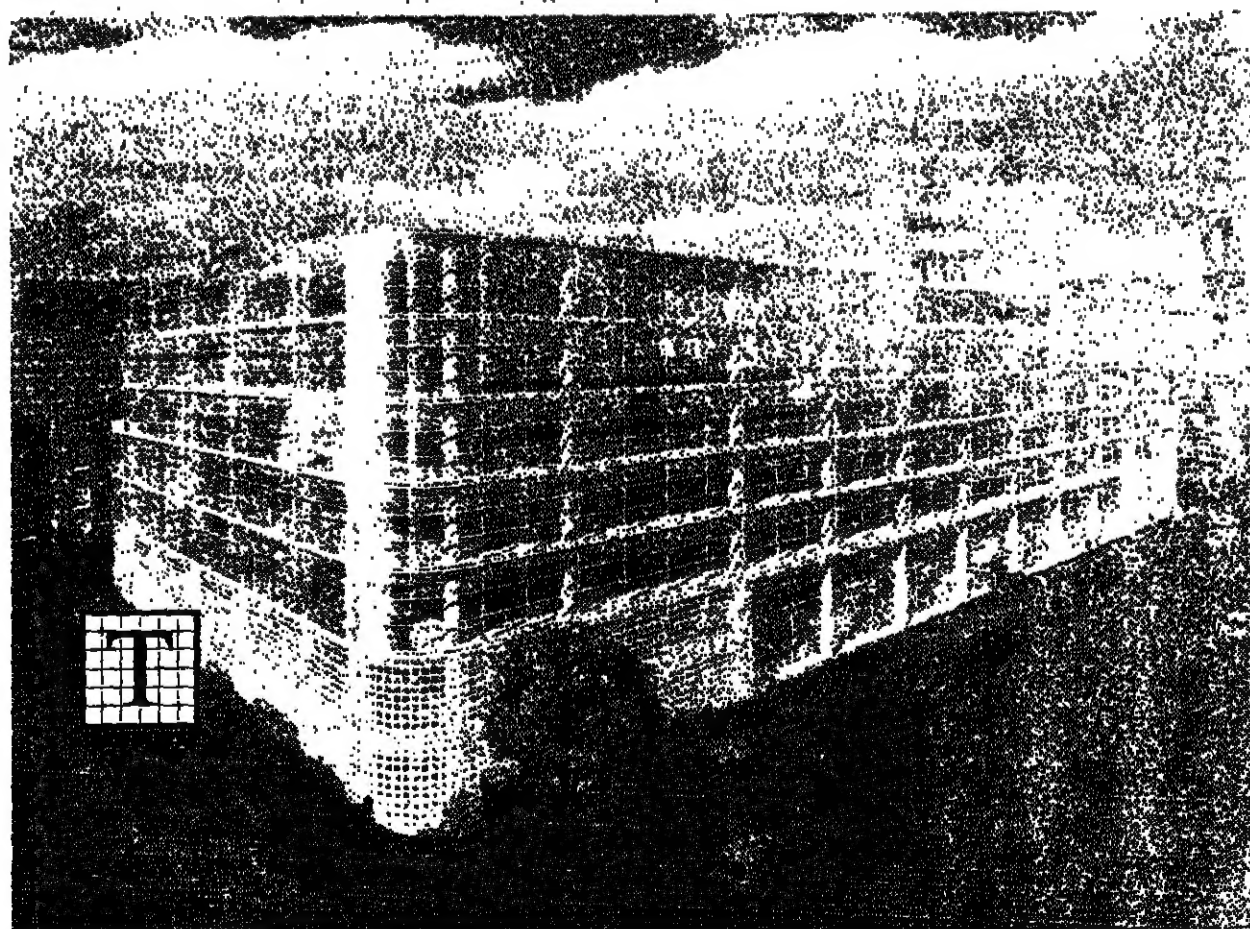
"There is a serious danger that the home counties will lose out as an economic area," he says.

The second potential problem is that the funding floodgates could suddenly open, leading to a tidal wave of speculative developments and another boom-to-bust property cycle in the region.

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## MANAGEMENT

Are workers past their best at 50 - and hence dispensable? Or do companies which deliberately target older staff for redundancy risk losing their more experienced and loyal employees?

This debate took a new turn in the UK last month when 18 organisations - among them British Airways, British Telecommunications, Marks and Spencer, the Post Office and J. Salusbury - launched the Employers Forum on Age, to combat age discrimination at work. Among other actions, the forum aims to campaign against the age limits which appear in more than a third of job advertisements.

Ageism, however, is not merely a British phenomenon as a European Union study highlighted three years ago. The report, which suggested that measures against older workers had become worse during the recession of the early 1990s, indicated that discrimination against older workers starts from 40 in most European countries and that those forced out of their jobs found it "almost impossible" to re-enter the market before their normal retirement age.

The instinctive French reaction to any suggestion of ageism in recruitment or in the workplace is to point to the country's Constitution, which theoretically outlaws any form of discrimination, writes Andrew Jack.

French companies and organisations often appear to have a stronger respect for age than some of their Anglo-Saxon counterparts. For example, most of the candidates for the country's presidential election race last year were already reaching retirement age.

The same applies in companies. Patrick Ponsolle, joint chairman of Eurotunnel, the Anglo-French operator of the Channel rail-link, noted recently that his French peers tended to be significantly older than their English counterparts.

A large number of French companies are in the process of modifying their statutes to reduce the age at which directors or the chairman must retire. Again, that limit is often very high - frequently permitting executives to stay on into their 70s or 80s.

One reason is that French recruits tend to be older than many of their Anglo-Saxon equivalents. They start a job in their mid-20s after years of university training and military service, which delay their acquisition of levels of experience similar to those of aspirant executives in other countries.

That situation appeared to change during the 1980s. "The baby boomers put pressure on management to push out the older generation of executives," says Marc Lamy of

Older and wiser, or best got rid of? FT writers look at whether our elders are seen as our betters

## Too old to go to work



Age still counts in corporate Italy: Enrico Cuccia of Mediobanca is 85

French-based headhunters Boyden.

In the higher echelons of Italian company management, it often seems as though age and experience are all that count, writes Andrew Hill. The doyen of Italian banking, Enrico Cuccia, still holds the reins at Mediobanca, the powerful Milan merchant bank, aged 85, while Giovanni Agnelli, 75, stepped down as chairman of Fiat, the automotive and industrial group, only this year, handing over to Cesare Romiti, who is 73 this year.

But the structure of the Italian labour market and corporate economy makes it difficult to draw firm conclusions about whether companies are rewarding experience over youth in the rest of the workforce. Italy's largest and best-known

industrial companies - Fiat, Olivetti, the computer manufacturer, and Pirelli, the tyre and cables manufacturer - have cut their workforces in recent years in an attempt to improve competitiveness.

All three companies have also employed new staff. Both Olivetti and Pirelli have made much of the fact that they have increased the proportion of qualified employees, thereby "renewing" the workforce. Pirelli says this process was "not just a question of taking on younger people, it was a question of competence".

Fiat took on mainly younger unskilled workers and trained them at its innovative car plant at Melfi in southern Italy, even as it was laying off older workers in the north. When Melfi came on stream in 1994, the average age of the workforce was around 25, against an

average of 46 at other Fiat factories. The economy is dominated, however, not by these well-known names, but by small and medium-sized companies, most with fewer than 100 employees. The turnover of employees at such companies is high, and many of them are young people. According to Confindustria, the Italian employers' federation, young employees often learn their basic skills at a small company before leaving to apply them at a larger group.

Confindustria research into manufacturing companies indicates that the bigger the company, the longer ordinary employees (that is, excluding managers) tend to stay. As Fulvio Rossi, of Confindustria's research unit, points out, there are two possible interpretations of the data: "It might be that large companies use more complex technologies, which need more experienced staff, or it could be that large companies have greater difficulty getting rid of older workers."

Ageism is increasingly a problem in Germany, in spite of strict labour market laws which give clear protection to older employees, writes Frederick Stude-mann.

Under German law any company employing more than five people is bound by redundancy regulations which favour older employees over younger ones. "It is far easier to make a younger employee redundant than it is an older one," says Johannes Jakob, a labour market analyst at the German trade unions federation, the DGB. "But once you are out of the company, it is very difficult to get back into employment if you are older," he adds.

According to the German labour office in Nuremberg it is "very difficult" to find employment for people over 55. "It already starts to get tricky at 45," it says.

The worsening health of the German labour market, which this year has seen record levels of unemployment, is further unwelcome news for older people without jobs. "The more difficult the employment market gets, the more problematical it will become to reintegrate older workers and employees," says the labour office.

Of the 3.9m unemployed people in Germany at present, 84,000 (21 per cent) are over 55. The number of those out of work over the age of 45 is just over 1m, or around a quarter of the total number of jobsless. The government has introduced several measures aimed at making it easier for unemployed people over 50 to get back to work. These include wage top-up payments available to employers who take on long-term unemployed workers, most of whom are older people.

JOHN KAY

## Globalisation of the skies



American Airlines and British Airways plan an extensive alliance. They are only the latest companies to assert that the future of their business is inevitably international. Car component makers and banks, telecom utilities and pharmaceutical companies, are all united in emphasising that only globalisation of their operations will fit them for the next century.

But this superficial unanimity disguises both differences and confusion. A more careful analysis of these trends might lead at least some of these firms to ask whether they need a global strategy at all. Take the market for crude oil, which is truly a global market, and has been for decades. The petrol you put in your car might originate in the Persian Gulf, flow from the North Sea, or be piped from Alaska - you don't know and don't care which.

Despite massive differences in the costs of production in these different regions, the price of oil is virtually the same around the world.

Which reminds us that the car market is very different. There is now global production and sourcing. Your car might be assembled in England, Germany or Japan, and its engine might have been built in Wales or in Spain. But national markets remain segmented. It is not just that Germans long for a Mercedes while Italians prefer Pintos and Ferraris.

These differences help to underpin the pattern of market segmentation which means that the world car industry does not face a global market but a collection of distinct national markets. Moreover, it is important to the profitability of the world car industry that these markets remain segmented.

Car prices in Britain have been higher than those in continental Europe for many years. The law of one price does not hold: pricing, sales and distribution strategies in different markets do and must remain distinct.

Now hotels or car hire, or

accountancy are different still. In these industries, production is necessarily local. A car, a gallon of petrol and an aircraft all come to you. You go to a hotel, you hire the car where the car is. The accountant who audits your British operations is British while your Indonesian affairs are reviewed by someone in Indonesia. Globalisation here is about marketing, not about production. How does a British firm buy a reputable accountant in Indonesia, a tourist find a reliable car on a Greek island, or an American locate a decent hotel in Bogotá?

The answer in each case is that you look for a name such as Price Waterhouse, Avis or Marriott. What makes the markets for these products global is not the greater mobility of goods and services -

globalisation has to be implemented - not, as in manufacturing by transferring production facilities overseas, but by franchising your name to one of the best local firms, which is what Price Waterhouse, Avis and Marriott do.

Many internationalising law firms are uncertain whether they are Boelings or Marriotts. Perhaps they are neither and would do better to stay at home. The problem is globalisation has many different causes. Sometimes, as with oil, it is the result of international patterns of comparative advantage.

Aircraft are somewhat similar, with Boeing's competitive advantage enhanced by scale economies. Accountancy is quite different. There are no scale economies here, which is why production remains fragmented, but there are eco-

### The progress of globalisation

Commodity	Market	Industry	Rationale
Crude oil	Global	Global	Comparative advantage
Car	National	Global	Comparative advantage, Scale economies in components
Accountancy	Global	National	Scale economies in marketing
Aircraft	Global	Global	Scale economies

which has created a global car industry. It is their essential immobility, which creates a global market for a local product.

There is not, and never will be, an Arthur Andersen audit factory in Chicago which services the world. In contrast to the Boeing factory in Seattle which really does manufacture most of the world's aircraft.

It is easy to confuse these different models, and serious business errors result. Is the legal services industry like Boeing, or like Marriott? In some areas, we have Boeing: the dominance of Linklaters and other London law firms in world securities markets is the legal equivalent of that production facility in Seattle. In others, there may be Marriotts: one way to find a good lawyer in Indonesia may be to look for the name Skadden Arpe.

But notice how that method of

miles of scope in marketing which make that very fragmentation efficient.

So what of American and BA? Competitive advantage is promoting globalisation in aviation - which is why firms like American and BA have been gaining from Air France and Pan Am. But that is a reason why these firms will prosper without an alliance, not an explanation of why they need one.

And there are no economies of scale worth speaking of in respect of American's hub at Dallas with BA's at Heathrow. You are thrown back on the merits of common branding and franchising, as for accountants, rental cars and hotel. An argument which would be rather more compelling if American were vouching for the quality of Aeroflot or Garuda than for an airline with a fine established reputation of its own. There again, perhaps it's just about monopoly.



APV RT.  
HUNGARIAN PRIVATISATION  
AND STATE HOLDING COMPANY

### INVITATION TO BID

1. The Hungarian Privatisation and State Holding Company (hereinafter: Caller or APV RT.) /H-1133 Budapest, Újpesti rakpart 31-33/ invites a one-off tender for the purchase of the state-owned shares of Athenaeum Printing House Company Limited by Shares (hereinafter: Company), /H-1073 Budapest, Erzsébet krt. 7/

Registered capital of the Company: HUF 1,720,000,000

2. Breakdown of shares by shareholders:  
APV RT. HUF 1,720,000,000 100%

3. Bids may be directly submitted for a block of shares representing 50% of the registered shares with par value of HUF 1,548,000,000 out of the 100% registered share package with par value of HUF 1,720,000,000, indicating the bidding price.

Following the closing of the tender and pursuant to rules of law in force, APV RT. will offer for sale to the employees of the Company a block of shares of 10% of the registered capital, with par value of HUF 172,000,000. The employees may make use of a discount up to 50% of the price rate set in the winning bid and may take this purchase opportunity within 60 days from the announcement of the above bid.

4. Bids shall be submitted to the address indicated below in a closed unmarked envelope in five copies in Hungarian. Foreign bidders may submit their bids also in English, but even in this case the Hungarian version shall rule.

Bids shall be submitted personally or by a proxy in the presence of a notary public until the stipulated deadline.

Athenaeum Nyomda Rt.

must be written on the envelope.

5. Bidders shall mark the original copy of their bid with the inscription "EREDETI". If the bidder fails to do this, the Caller will choose one from the copies submitted which further on will function as the original. Should there be any discrepancies in the copies the contents of the copy so marked shall rule.

6. Deadline for submissions: July 24, 1996, between 12.00 and 14.00 hours

Place of submission: the official premises of APV RT.

H-1133 Budapest,

Újpesti rakpart 31-33., 8th floor, room 804

7. Financial and other conditions, terms and scheduling of payment:

Minimum 15% of the purchase price shall be paid in cash. The remaining sum can be paid in cash or in the following way:

For a maximum of 85% of the purchase price the bidder may bid in compensation coupons. For the purchase of the shares, foreign bidders can exclusively use compensation coupons acquired on their own rights. On payment of the purchase price, the Caller will take the compensation coupons into account at a price rate of 174.26.

Foreign bidders can only bid in a currency accepted as convertible by MNB (National Bank of Hungary). Such a bid will be taken into account by the Caller at the middle rate officially published by MNB at the time of the deadline for submitting the bids.

Further conditions and requirements of the sale are included in the detailed tender invitation.

8. Undertaking to maintain their bids for 90 days from the submission deadline is subject to participating in the tender.

9. To prove their intention to purchase bidders shall pay or transfer HUF 7,000,000 as retention money to the account opened for this purpose by APV RT. with MKB (Hungarian Foreign Trade Bank) and indicated in the detailed tender document.

The Caller shall dispose of this sum in line with the rules concerning retention money.

10. Following the evaluation the final decision will be taken by the Caller. The Caller reserves the right to declare the tender unsuccessful.

11. The detailed tender documents and the detailed information memorandum prepared by the Company including the major economic data constitute an integral part of this tender invitation.

The submission of the bids is subject to the purchase of the detailed tender documents including the detailed tender invitation for HUF 25,000 + VAT against the presentation of a declaration of confidentiality. The tender documents are to be purchased by the bidder (in case of a consortium by one of the members) in person or through a proxy directly from the Caller, which the Caller shall attest by issuing a certificate.

The proxy shall attest his power of representation or the extent of his power of representation with a notarial document or with a private contract having full conclusive force. The existence of the mandate is to be checked by the Customer Service.

The detailed tender documents can be purchased at:

APV RT. Customer Service

H-1133 Budapest, Újpesti rakpart 31-33.

CEO József Hupján

Athenaeum Nyomda Rt.

H-1073 Budapest, Erzsébet krt. 7.

Tel.: (36-1) 323-5298

Fax.: (36-1) 323-6803

Portfolio manager István Nagy

APV RT.

H-1133 Budapest, Újpesti rakpart 31-33.

Tel.: (36-1) 399-8600 ext. 2160

Fax: (36-1) 399-3716

### CONTRACTS & TENDERS

#### NOTICE OF INTERNATIONAL TENDER No 001/DIRMA/96

THE BRAZILIAN AIR-MINISTRY,  
THE AIR-FORCE LOGISTIC COMMAND  
DIRECTORATE OF MATERIAL

1. INVITES applications from suitably qualified companies to pre-qualify and tender for the supply of video camera system for use on aircraft EMB 326 (AT-26 XAVANT) and EMB 312 (TUCANO) to be mounted on the shooting platforms for aerial filming.
2. THE TENDER DOCUMENTS are available for consultation and may be obtained from the Procurement Department of the Directorate of Material (DIRMA), at Praça Senador Salgado Filho s/n, 3rd floor, Aeroporto Santos Dumont (Santos Dumont Airport) Rio de Janeiro, RJ, Brazil, as from 14:00h of 24th June, 1996, for a non-refundable fee of R\$150.00.
3. THE TENDER DOCUMENTS are to be submitted in sealed envelopes, at the address stated in item 2.
4. The International Tender and the award resulting therefrom shall be governed by the Brazilian Law nº 8.666 of 21 June 1993 and shall be based on the lowest price offered.

London, 14th June 1996

### LEGAL NOTICES

UNITED STATES BANKRUPTCY COURT

SOUTHERN DISTRICT OF NEW YORK

In re: Chapter 11

KOHMOOR, INC. Case No. 95-46795 (CS)

Debtor.

NOTICE OF LAST DATE FOR FILING OF PROOF OF CLAIM

TO: CREDITORS OF, AND ANY PERSON, ENTITY OR

GOVERNMENTAL UNIT THAT ASSERTS A CLAIM

AGAINST THE ABOVE-CAPTIONED DEBTOR

PLEASE TAKE NOTICE that the United States Bankruptcy Court for the Southern District of New York (the "Bankruptcy Court") has entered an order dated June 18, 1996 (the "Order") requiring all entities that wish to assert a claim against Kohmoor, Inc., the above-captioned debtor (the "Debtor"), within the time specified in the Order, to file a proof of claim with the Bankruptcy Court, with a copy to the undersigned counsel to Kohmoor, Inc., the Debtor (the "Counsel"), substantially in conformity with Official Form No. 10, on or before July 22, 1996 (the "Last Date").

PLEASE TAKE FURTHER NOTICE that all entities which fail to file a proof of claim in accordance with the provisions set forth herein or to follow the Order shall be deemed to have waived their claims against the Debtor or its property, and shall not, with respect to such claims, be entitled to a hearing on the merits of such claims or to participate in the distribution of assets of the Debtor or its property.

Entities which fail to file a proof of claim in accordance with the provisions set forth herein or to follow the Order shall be deemed to have waived their claims against the Debtor or its property, and shall not, with respect to such claims, be entitled to a hearing on the merits of such claims or to participate in the distribution of assets of the Debtor or its property.

Entities which fail to file a proof of claim in accordance with the provisions set forth herein or to follow the Order shall be deemed to have waived their claims against the Debtor or its property, and shall not, with respect to such claims, be entitled to a hearing on the merits of such claims or to participate in the distribution of assets of the Debtor or its property.

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# Lifar lives again in 'Le Chevalier'

Clement Crisp hails a revival of this masterpiece by the Paris Opéra Ballet School

And there they were on the boards of the Palais Garnier, bright with hope, no less bright in talent, taking what is the Promised Land - or at least the Promised Stage - of their dreams. They were, on Wednesday night, the students of the Opéra Ballet School in their annual performance. There is a great academy, made greater in recent years by the directoral policies of Claude Bessy, and for the present display Mme Bessy pays tribute to Serge Lifar on the tenth anniversary of his death.

So, a revival of Lifar's *Le Chevalier et la Damselle*, one of his most typical and most assured works. It is typical in its insistence upon the use of fine French music and design: a score by Philippe Gaubert, decoration by A.M. Cassandre. It is no less typical in its intelligent narrative - a

medieval lady turned by night into a hind, from which enchantment she is rescued by the true love of a Chevalier - and in its neo-classic language. Lifar made its two acts in 1941, just as the German occupation tightened on France, and it is surely not extravagant to see in this chivalrous narrative a reminder to the public of nobler times, while it was part of Lifar's policy to keep the flag of his great company and of French art flying against any odds. Lifar danced the heroic role of the Chevalier; Solange Schwartz, both brilliant and delicate in style, was the kind/ Damselle. (The ballet knew only

one revival, in the late 1950s, when I saw it with the Michel Renard and Liane Dayle.)

By the greatest good fortune, the Opéra's store-houses yielded up the original sets and most of the costumes, and these reveal the exceptional gifts of Cassandre as stage decorator. Celebrated for his graphic design during the 1930s - the posters for the *Normandie* and for *Vins Nicolas* - he produced no less bold images for the theatre: an *Amphitryon* for Louis Jouvet; a celebrated post-war *Don Giovanni* at Aix; *Les Mirages* - still happily in the Opéra repertoire - and *Dramma per musica* for Lifar. His

two sets for *Le Chevalier*, a forest and a castle courtyard, have a bravura in suggesting a Giotto landscape that never overwhelms the dance, and this revival is a significant reassertion of his importance. The Gaubert score is true *musique d'ensemble*, excellently made (a pupil of Fauré, he won the Prix de Rome, and died aged 62 a few days after the premiere of *Le Chevalier*). It has distinctly Gluckianish moments for the aches by the lovers, but for the rest is evocative of the ballet's time, given that a wait or two is also inevitable.

There are four main roles: the

Damselle (taken on Wednesday by Eleonora Abbagnato), the Chevalier (Jean-Sebastien Colan), and three Knights who protect the Damselle and must engage the Chevalier in single combat which, naturally enough, he wins. Surrounding them, merry peasants, nobles, hinds, and assorted varieties. Abbagnato is, I am sure, destined for fine things. Assured technique, elegant line, touching dramatic skill, and a charm that has nothing precocious about it but is the sweet expression of a true gift, make her a delight. M. Colan fills out Lifar's role (and how strong still is the imprint of that great dancer in the

noble poses that give the part its density of feeling) and plays a man's part in manly fashion. I thought the other knights, Julien Meyzind, Stéphane Bultin, Bruno Bouché, excellent. The ballet looked worthily itself, even if, for the closing duet, Abbagnato must abandon any pretence of medievalism and appear in a sugar-pink tutu to dance with her knight: shades of the old Mariinsky repertoire when such dotty confrontations were the norm. This school programme ended in a blaze of steps with the liveliest

account of Balanchine's *Western Symphony*. Violette Verdy, in staging it, has passed on to her cast all her own musical felicity. The youngsters sparkle as duets and dance-hall girls, and so does the choreography. Balanchine's sly joke is to make the second movement of this Arizona capriccio a Petipa vision scene - something from *Nikita Get Your Gun*. Leading this revival, Lawrence Laffon gave an irresistible performance. She is pretty, witty, has impeccable timing, and if I have a hope for her (and my future), it is that I shall have a chance to see her as *Swanilda*. She is a charmer.

The evening was, in sum, a triumph, and the conductor, David Coleman, a splendid advocate for the merits of the Gaubert score.

The Opéra Ballet School performs this programme at the Palais Garnier tonight and tomorrow.

## Theatre

### Chekhov tied up in knots

What hell it must be to actually be Howard Barker: bent double by the weight of an intellectually interrogated morality, possessed by a Pentecostal tongue of fire compelling him to a sophisticated glossolalia...

In fact, Barker's language is not all that knotty, but in as much as he uses it without respite as a tool of argument, lapses in concentration when watching a Barker play are fatal. As Peter Cook's E.L. Wisty might have said: "he's a very rigorous playwright. He's noted for his rigour. People come staggering out, saying 'Oh my God, what a rigorous playwright'."

Barker's *Notes on the Necessity for a Version of Chekhov's Uncle Vanya* speak of the need "to demonstrate the existence of will in a world where will is relegated to the comic or the inept." Hence, in this version, directed at a consistent fever pitch by the author for The Wrestling School, the company dedicated to his work, and located by designer Robin Don in a steel vault reminiscent of the hold of the Titanic after it has sunk - characters burst free of what Barker views as the immoral limitations imposed upon them by Chekhov.

Vanya (William Armstrong) shoots Serebryakov, Sonya (Claire Rushbrook) throttles Astrov (neither of which murders prevent the deceased from continuing to comment upon the state of affairs), and Helena (Victoria Wicks) embarks upon a passionate affair with Vanya, who significantly repudiates the diminutive form of his name and insists on being called Ivan.

At which point the sea materialises beyond the shattered walls of their metaphysical dungeon and washes up Chekhov himself, who is castigated at length by his characters for the crime of circumscribing them before he expires on a chaise longue.

Hardly your run-of-the-mill "what if..." play, then, but one would not expect as little from Barker. The thing is that his passion for humanity is largely at one remove from the quality itself: his characters spend much more time and energy inducting themselves to existential freedom than they do embracing it.

Barker is primarily a dramatic essayist, and his subject matter is in equal parts the moral necessity of accepting one's freedoms and the validity of using theatre to express as much. In arguing that artistic works not just may, but in a sense must be turned toward such an end,



William Armstrong and Victoria Wicks in Howard Barker's 'Uncle Vanya'

he enables much of his audience to effect the very disengagement he despises: art about art, runs the response: 'navel-gazing; switch off.'

It is only half the picture, but an artist who asks, "Is it not too much trouble to seduce?" will find that

his theatrical "transactions" involve more haggling than many may care to commit themselves to.

Howard Barker is the moral protagonist of contemporary theatre: like his medical counterpart, he performs a valuable, arguably essential

function, but I for one feel little urge to experience his trade directly.

Ian Shuttleworth

At the Almeida Theatre, London N1 until Saturday (0171 359 4404)

## Theatre/Sarah Hemming

### Short pieces about lying

Charm is a dangerous item for any theatre company to rely on, but it has to be said that Theatre Alibi does possess it in barrel-loads.

This threesome from Exeter, currently appearing at BAC in south London, presents *Little White Lies*, an evening of short pieces about lying delivered in a jaunty, physical style.

When the show opens, with a rather dark little number about two crowns and an angel debating which is the fastest route between "A and B as the crow flies", your heart sinks. Too winsome, too eager to please in your first impression. But over the course of the evening the group's charm and originality win you round and the final two pieces are really rather moving.

The stories are written by Daniel Jameson, one of the three performers, and each explores the value of fiction, fantasy and fibe in getting us through life. In "Roses" a drunken down-and-out dreams he has a bottle of magic rose-flavoured liquor that transforms everyone who drinks from it.

One swig, and the harassed lady in the housing centre is offering him a choice between a bachelor

pad in the town and a bijou country cottage; a quick pull at the bottle and the job centre is desperate to accommodate his ambitions. It is a touching fable, performed with a couple of ladders, a great many roses and a lot of physical gusto (including a remarkable impression of a JCB from Emma Rice).

The wistful element of that story is picked up again in "The Camera Never Lies", a more sombre piece in a tone and performance style. Here, a photo-journalist accustomed to catching atrocities on celluloid, tells us of his recurring dream, in which he imagines that his picture-taking has managed to draw back to life a woman slain in combat. But when he takes a second look at the photos he realises that his camera has lied to him.

Balancing the importance of telling the truth against the necessity of creating fiction, the story is sensitively narrated by Daniel Jameson and strikingly directed by Nikki Svad.

But perhaps the most disarming piece is the final one. "A Private Miracle" tells the - superficially ridiculous - story of a nun who,

having survived a 30 foot fall, finds herself in hospital in the company of an angel. Is he there, or is he the creation of her shocked mind? By the end of the story it does not matter: what does matter is the fact that her belief in him and her experiences with him revive her interest in life.

In a surprisingly moving passage, the angel takes his new acquaintance on a flight to survey the world from his perspective - we and she are treated to a short film focusing on some of the innocent human activities that so often get taken for granted.

The piece has the fabulous quality of "Roses" and is quaintly, absurdly funny. But despite its lightness of tone, what stays with you is the yearning that seems to underpin it: a longing simply for a little more love between human beings. It is a small triumph to be able to convey this without mushiness. Remarkable.

Continues at the Battersea Arts Centre, London SW11 (0171-233 2223).

## Opera/David Murray

### The Wild West in Ghent

For the Flanders Opera, Robert Carsen has been producing a complete Puccini cycle for several years now, opera by opera. His version of *La fanciulla del West*, which opened in Ghent on Saturday - the Flemish company plays alternately in Ghent and in Antwerp - proved so ingenious and engaging that one longs to catch up with revivals of his previous stagings. With the score in the reliable hands of Silvio Varviso, the performance was pretty much a triumph and a delight.

*La fanciulla*, Puccini's "American" opera, came quite late (1910), and the music displays all his practised expertise, and a newfound fascination with the whole-tone scale. There are many passages in which Debussy seems to be haunting the California gold rush. The problem with it has always been the book, drawn - like *Madama Butterfly* - from a melodrama by David Belasco, which irresistibly suggests an old silent film.

In his famous Covent Garden production, Piero Faggoni's solution was to lay on sumptuous, hyper-realistic sets (the largest saloon in the world, a whole crazy landscape for Act 3). For Flanders, Carsen has had the inspiration of taking the bull by the horns and setting the opera partly in a silent film. The

miners are watching it as the opera begins and as it fades into the saloon Minnie (Stephanie Friede) is queening it over the bar like an American Marlene Dietrich.

The action is played for full value, quite straight. The various Act 2 confrontations fairly sizzle, staged in Minnie's odd-angled, black-and-white "cabin", an homage to *Dr Caligari*. At the climax

Robert Carsen has successfully portrayed Puccini's opera as part of a silent film

of Act 3, when Minnie must arrive in the nick to save Dick Johnson from the noose (the point when credibility tends to collapse), a dissolve reveals Minnie beneath a starchy cinema marquee. As she sings her heartfelt pleas to the miners we reach the happy ending in unabashed musical-comedy style, while the miners troop in to watch the next show.

This is one of the neatest ways of having one's cake and eating it: I can remember. No strutting on the

cheap dramatic thrills, but we have the luxury of not having to take them quite seriously. So far as surface credibility goes, having three North American singers in the leads is a huge advantage: they look comfortably convincing in their Western togs, and they can all act. The Canadian tenor Richard Margison (who seems to be singing everywhere except in London these days) makes a stirring sound, but also stylish; and his tubbiness looks backwoods-natural and friendly in his bandit role.

Stephanie Friede delivers her music with excellent punch, and if her soprano has not the ideally liquid sound for her Act 3 heights, her Annie-get-your-gun manner more than compensates. For Jack Rance, the hostile sheriff, the baritone William Stone probably had more voice a few years ago, but he cuts a sharp, menacing figure. That excellent character-tenor Valentin Jar does a ripe cameo as Nick the barman, and the many smaller roles are enthusiastically filled. A happy audience cheered them all at length.

Further performances in Ghent June 21 and 23, in Antwerp, June 30 and July 2, 5, 7, 9 and 12; information from De Vlaamse Opera in either town.

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**THEATRE**  
Het Muziektheater  
Tel: 31-20-5518117  
● Les Danalides: a large-scale dramatic production, directed by Silvio Purcarete, featuring 120 actors and musicians. The production is an attempt to reconstruct Aeschylus' tetralogy of the same name. Part of the Holland Festival; 8.15pm; Jun 22, 23

### BERLIN

**CONCERT**  
Philharmonie & Kammermusiksal  
Tel: 49-30-2614383  
● Amadeus-Kammerorchester  
Posen: with conductor Agnieszka Duczmal and cellist Mischa Malksy perform works by Coralli, Bruckner and Haydn; 8pm; Jun 22  
● Lazarus, or The Feast of the Resurrection: by the Deutsches Symphonie-Orchester with conductor Nikolaus Harnoncourt and the RIAS-Kammerchor. Soloists include Dorothea Röschmann, Luba

Orghiasova, Elisabeth von Magnus, Scott Weir, Lother Ordinius and Klaus Mertens; 8pm; Jun 22, 23

### COPENHAGEN

**CONCERT**  
Tivoli Concert Hall  
Tel: 45-33 15 10 01  
● Tivoli Symphoniorchester, with conductor Tamas Veto and soloists Gitta-Maria Sjöberg, Susanne Rasmussen, Michael Kristensen and Stephen Milling perform excerpts from operas by Mozart, Beethoven, Puccini and Bizet; 7.30pm; Jun 24

### GLASGOW

**CONCERT**  
Glasgow Royal Concert Hall  
Tel: 44-141-3326633  
● The Royal Scottish National Orchestra: with conductor Owalin Arwel Hughes, violinist Edwin Pilling, soprano Ann Arnbald, mezzo-soprano Ruby Philogene, tenor Toby Spence, bass Neal Davies and the Royal Scottish National Orchestra Chorus perform Beethoven's Egmont, Romance No.2 in F and Symphony No.9 (Choral); 7.30pm; Jun 22

### GRAZ

**FESTIVAL**  
Styrtarte Graz  
Tel: 43-316-70313835  
● Styrtarte: this summer music festival in Styria (Austria) in Graz, founded in 1985, each year focuses on a specific composer, including in the past J.S. Bach, Haydn, Monteverdi, Schubert and Mozart. This year conductor Nikolaus Harnoncourt has chosen the overall

theme 'simply classic' focusing on the "Wiener Klassiker". Styrtarte tries to reestablish an expression that seems to be rather worn out and thus offers a programme from the Middle Ages to the present day. Performers include the Chamber Orchestra of Europe, Concertus Mucicus Wien, and the Arnold Schoenberg Choir with works by Monteverdi, Lully, Corelli, J.S. Bach, Handel, Haydn, Mozart, Beethoven and Schubert; from Jun 23 to Jul 14

### LONDON

**CONCERT**  
Royal Albert Hall  
Tel: 44-171-5898212  
● The Mozart Festival Orchestra: with conductor Ian Watson, soprano Brian Davies, trumpeters William Houghton and Edward Hobart and violinist Christopher Warren-Green perform works by Albinoni, Pachelbel, Clarke, Stanley, Handel and Vivaldi; 7.30pm; Jun 22  
● St. Martin-in-the-Fields Church  
Tel: 44-171-9300089  
● The Feinstein Ensemble: with conductor Martin Feinstein perform works by Vivaldi, J.S. Bach and Pachelbel; 7.30pm; Jun 22

### MADRID

**CONCERT**  
Fundación Juan March  
Tel: 34-1-4354240  
● Emilio Mateu and Manchu Mandzabal: the viola-player and pianist perform works by Vivaldi, Marais, J.S. Bach, Beethoven and R. Schumann; 12noon; Jun 22

Peterson, the Borodin String Quartet and others. The theatre programme includes the show Carmen Funebre by the Polish company Teatr Biuro Podrządy; from Jun 25 to Jul 14

**OPERA**  
Royal Opera House - Covent Garden  
Tel: 44-171-2129234  
● Giovanna d'Arco: by Verdi. Conducted by Daniele Gatti and performed by the Royal Opera. Soloists include Jure Anderson, Dennis O'Neill, Vladimir Chernov and John Dobson. Part of the Verdi Festival '96; 7.30pm; Jun 24

### MADRID

**CONCERT**  
Fundación Juan March  
Tel: 34-1-4354240  
● Emilio Mateu and Manchu Mandzabal: the viola-player and pianist perform works by Vivaldi, Marais, J.S. Bach, Beethoven and R. Schumann; 12noon; Jun 22

### MUNICH

**EXHIBITION**  
Softheys München  
Tel: 49-89-2913151  
● Deutsche und Österreichische Malerei und Zeichnungen nach 1800: sale of 19th- and 20th-century German and Austrian paintings and drawings. The works on sale are exhibited from June 19-24; 7pm; Jun 25

### NEW YORK

**EXHIBITION**  
Whitney Museum of American Art  
Tel: 1-212-570-3800  
● Collection in Context: Paul Cadmus, The Sailor Trilogy: Paul

Cadmus' paintings of courtesans saloons on shore leave in Riverside Park sparked a series of controversies when first exhibited in the 1930s; to Sep 1

### PARIS

**CONCERT**  
Notre-Dame de Paris  
Tel: 33-1-42 34 56 10  
● Office de la Vierge: by Villeneuve. Conducted by Nicolas Corti and performed by the Maitrise de Notre-Dame de Paris and Les Solistes de Notre-Dame; 8.30pm; Jun 25  
**EXHIBITION**  
Musée du Louvre  
Tel: 33-1 40 20 50 50  
● François 1er par Clouet: exhibition focusing on two portraits of François I in the collection of the Louvre. The display tries to answer the question who painted these portraits: Jean Clouet, his son François or his brother Paul; to Aug 26

### SAN FRANCISCO

**EXHIBITION**  
SFMOMA - Museum of Modern Art  
Tel: 1-415-357-4000  
● Toward Abstraction: The Art of Paul Klee: from figurative works to landscape, this exhibition illustrates the artist's experimentation with abstract art; to Jun 23

### TEL AVIV

**OPERA**  
The Opera House  
Tel: 972-3-6827777  
● The Betrothed Bride: by Smetana. Conducted by Mark Elder and

performed by the Israeli Opera. Soloists include Valentin Proiat, Marina Levitt and Vladimir Braun; 8pm; Jun 22, 24 (8pm)

### VIENNA

**OPERA**  
Wiener Staatsoper  
Tel: 43-1-514442960  
● Rigoletto: by Verdi. Conducted by Simone Young and performed by the Wiener Staatsoper. Soloists include Ruth Ann Swenson, Leo Nucci and Marcello Giordani; 8pm; Jun 23

### WARSAW

**DANCE**  
Teatr Narodowy - National Theatre  
Tel: 48-22-283289  
● Hommage à Varsovie: highlights performed by European ballet companies on the occasion of the 400th anniversary of the transfer of the capital of Poland from Cracow to Warsaw; 7pm; Jun 21

### WASHINGTON

**CONCERT**  
Concert Hall Tel: 1-202-467 4600  
● National Symphony Orchestra: with conductor Christopher Hogwood perform opera overtures by Mozart arranged for winds, Well-Tempered Fugue arrangements by J.S. Bach/Mozart, and Mozart's Violin Quintet in C minor, K516b; 8.30pm; Jun 22

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10.00

European Money Wheel

18.00

Financial Times Business Tonight



## COMMENT &amp; ANALYSIS

Philip Stephens

## Time to strike a deal

John Major has no option but to accept the proposals on offer from the EU to end the beef war - whatever his doubts



If all goes to plan at the European Union summit in Florence an insensible war will reach a sensible conclusion. Taken at face value the proposed deal to end the confrontation between Britain and its EU partners over beef is a sane compromise. That will be little consolation for Mr John Major. In the arena that matters, politics, he has already been declared the loser.

Mr Major is in volatile mood, enraged by the headlines he has left behind in Britain. On Wednesday night, when the news broke that the government had made a further concession to Brussels, his reaction to the subsequent news bulletins was volcanic. He thinks his four-week campaign of non-cooperation has worked. But he knows others are not convinced it has led to anything but an ignominious climbdown.

So the prime minister will be asking for more than is contained at present in the European Commission's five-point programme for a gradual lifting of the ban on British beef products. He wants some assurance that Britain's partners will not be obstructive once the process has begun. Above all, he needs an indicative timetable. That holds the risk that other governments will dig in.

Mr Jacques Chirac has been helpful. When Mr Malcolm Rifkind, the foreign secretary, visited the French president at the Elysée palace two weeks ago, he was told there was no need to apologise for Britain's tactics. France would have done much the same.

Some have been less indulgent of Mr Major's blackmail. Chancellor Helmut Kohl still holds the prime minister in some affection. The German leader is anxious too to break the paralysis which has gripped the intergovernmental conference on the next stage of integration. But Mr Kohl sees Mr Major as a helpless prisoner of the Tory Eurosceptics. There is not a cause which the Chancellor can put

before the interests of German consumers. Some face-saving will be needed.

Behind the political theatre in Florence's Fortezza da Basso, though, will lie a simple truth. Whatever his doubts, Mr Major would be foolish beyond description not to strike a bargain. Deadlock would leave him at the mercy of his party's most virulent Europhobes. They have no interest in any settlement with Brussels. But an escalation of the present conflict would invite his cabinet to join the Tory civil war over Europe. Many of his most senior colleagues are already deeply uncomfortable with what is fairly described in the corridors of power as "the prime minister's policy". The Whitehall establishment has been ranged against it, the foreign office in despair.

I sense Mr Major knows this. His stated aim four weeks ago was to concentrate the minds of his European colleagues. Instead, the confrontation has served to intensify the conflict over Europe in his own party. It has reinforced the impression of division and incompetence. Most dangerous - and some of us predicted this at the outset - it has allowed the Eurosceptics to define the terms on which the outcome will be judged. Mr Major must surely understand now that too many in his party are beyond

**Deadlock at the Florence summit would leave the prime minister at the mercy of the Tory party's most virulent Europhobes**

reasonable compromise.

So in the discussions around the cabinet table in recent weeks the real influence has been wielded by three ministers. Mr Rifkind, once keen to win plaudits from the Eurosceptics, may have started off a hawk. But his tours of European capitals have been a learning process. Those around him believe he has grown up during the past four weeks. It seems he has also taken seriously the threats of retaliation if the issue is not resolved in Florence. One suggestion has been that Britain's voice would be ignored in all discussions where others could decide by majority vote. The foreign office meanwhile has been deluged with protests from another source - the innocent countries outside the European Union which have seen their aid or trade agreements held up by British obstinacy.

Mr Kenneth Clarke, the chancellor, and Mr Michael Heseltine, deputy prime minister, have formed the other two sides of this triangle of influence. They had their doubts at the outset about the policy. Mr Heseltine had been among the first to toy with the idea of retaliation when the ban on beef exports was imposed in response to the BSE crisis. But it was a brief flirtation. Mr Clarke always feared another turn of the anti-European ratchet. Thus both made clear their support was conditioned by Mr Major's pledge that his objectives were strictly limited. They will back him in any effort to wring further assurances in Florence. Beyond that, he cannot be certain.

The prime minister is caught both ways. As Mr Tony Blair signalled in the Commons yesterday afternoon, the Labour party will do all it can to incite and exploit the anger of his Eurosceptics. Do not expect Mr Blair to put principles before politics. A few days ago, the Labour leader travelled to Bonn to explain how he would take Britain back into the centre of

the European debate. All the appropriate clichés were produced. By yesterday he was ridiculing the prime minister for not striking a tougher bargain over the lifting of the beef embargo. No matter that he knows as well as the rest of us that there was never the slightest prospect that Britain would be offered a firm timetable for dismantling the ban.

Mr Blair is impatient of those who question such political opportunism. More than once in recent days I have been told not to be naive. Politics is a grown-up game. The function of the opposition is to oppose. The best hope of a sensible European policy lies in the election of a pro-European Labour government. But how pro-European? Mr Blair may have positioned himself perfectly. But opportunism can too easily become a habit. To follow the logic of his onslaught would be to turn down the only deal on offer. How does that fit with "walking tall in Europe"? When the election comes the voters will be looking for constancy as well as fleetness of foot.

Talk to officials in other European capitals and they will tell you they have given up on Mr Major's government. In the same breath they will add they are far from certain that Mr Blair would be that much different. I suspect he would. But the moral drawn by Britain's partners from this latest confrontation is straightforward. A way must be found in the intergovernmental conference to circumvent the British veto. They will not be held hostage twice.

The more immediate risk for Mr Major is of an unholy alliance between Labour and the Eurosceptics on the Tory backbenches. It is a risk he must take. To do otherwise would be to invite the final disintegration of his government. Six years ago Mrs Margaret Thatcher returned from a European summit in Italy having twice said No to her partners. No-one knows better than Mr Major what happened next.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HE

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-973 5338 (please set fax to "time"). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

## Arms code should be in Maastricht treaty

From Mrs Glensy Kinnock MEP, Mr Jan Bertens MEP and Dr Christophe Knaack MEP.

Sir, Five years ago today in Luxembourg European heads of state agreed seven criteria (an eighth was added a year later) that should govern all European arms exports.

Coming in the aftermath of the Gulf war, these criteria were heralded as introducing a more responsible approach to the sale of weapons.

The criteria seek to prevent arms sales to countries with poor human rights records, regions of instability, military aggressors and dictatorial

regimes. They are, however, non-binding and, five years on, there has been little effort to reach agreement on common implementation.

As a result, alarming discrepancies still exist between national export policies. These have led to a flow of arms from the EU to unscrupulous countries throughout the world.

The intergovernmental conference provides an ideal opportunity for European countries to review the application of the criteria and to harmonise their export controls at the highest level.

We, therefore, call for an enforceable European code of conduct on the arms trade to be introduced into the Maastricht treaty. EU countries account for 30 per cent of all arms exports to the developing world, so the introduction of such a code would be a significant step.

Furthermore, it would set an important precedent for other leading suppliers. Next week the US Senate votes on a similar code and a group of former Nobel Peace Prize winners are spearheading a drive for an international code.

These initiatives provide a

real chance to control a trade that has fuelled conflicts in which innocent civilians have died since 1980. It is an opportunity that should not be missed.

Glensy Kinnock, vice-president of the African, Caribbean and Pacific/EU joint assembly.  
Jan Willem Bertens, president of the sub-committee on security and disarmament, Christophe Knaack, member of the sub-committee, European parliament, Rue Belliard 97, B-1047 Brussels, Belgium

## Minimum standards are good for competition

From Mr Peter Coldrick

Sir, Martin Wolf might as well ask "When did the trade unions stop beating their wives?" ("Thinking the unthinkable", June 18). If they say that his agreement with Professor Patrick Minford's concern about the cost of the social chapter is absurd, he could reply that even if the actual results so far of the chapter are minimal (which is the case, certainly in cost

terms), the trade unions want much more. And they can hardly deny that, can they? So, would someone else - preferably an employer - please write to point out that laying down some minimum standards across Europe will not only stop some exploitation, though by definition only the worst cases, but will also promote competition, which is what the single market is meant to be about, though, admittedly, on the basis of excellence and not unscrupulousness.

Peter Coldrick, 277 rue au Bois, Brussels B 1150, Belgium

From Mr Andrew Duff, Sir, Patrick Minford perpetrates the myth that the social chapter of Maastricht

imposes a minimum. Martin Wolf ("Thinking the unthinkable", June 18) says that both are wrong. Read the Treaty (Article 26) of the Agreement of Protocol No. 14.

Andrew Duff, director, Federal Trust, 11 Tufton Street, London SW1P 3QB, UK

From Mr Duncan Sandys, Sir, Martin Wolf concluded his article on the price of British membership of the EU with the sentence "In or out, it is the efforts and the skills of the British people that will largely determine how well the UK economy performs". He had also placed a condition earlier in his article: the UK would have to stay clear of "the dotter aspects of EU labour market policy". If, as he says, "the net economic impact of EU membership [for Britain] is probably not that large", why are we subjecting ourselves to the risk of damaging the UK economy by remaining in the EU when the benefits, according to Mr Wolf, are just as great outside?

Duncan Sandys, Charnwood, Shackleford, Godalming, Surrey, UK

## UK industry healthily active

From Ms Joanna Scott

Sir, Verner Wheelock's advice in the article "Food industry's healthy debate" (June 14) that industry should adopt "a positive approach to health issues" reflects how out-of-touch he is with the industry's initiatives.

The Food and Drink Federation, as the umbrella trade organisation of the UK food manufacturing industry, will continue to support the government's specific "Health of the Nation" targets in relation to fat and saturated fat, blood pressure and obesity. Food and drink industry figures, government representatives, and scientists from research institutes who attended

FFD has taken up this challenge and launched on June 3 1996, a "Join the activators" pilot campaign. FFD's campaign promotes the complementary benefits of moderate physical activity and enjoyable healthy eating, as the most effective way of tackling the growing trend towards obesity. The conference at the Royal Society of Medicine (London) was welcomed by more than 200 medical professionals, health and fitness promoters, food and drink industry figures, government representatives, and scientists from research institutes who attended.

Joanna Scott, head of external relations, Food & Drink Federation, 6 Catherine Street, London WC2B 5JH

## A generous contribution

From Mr Stephen G. Brown, Sir, I see that the UK's current overseas aid budget is £2.2bn.

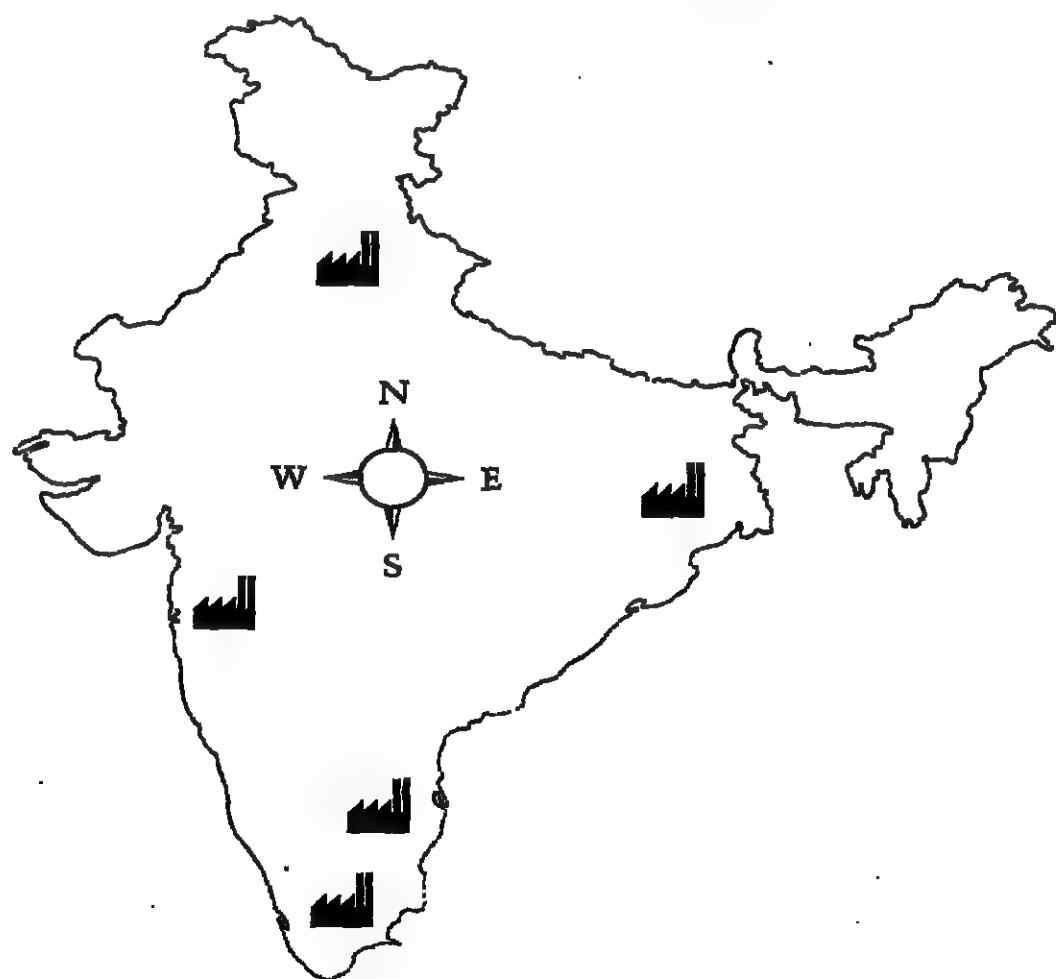
I also see ("Thinking the unthinkable", June 18) that the net contribution of the UK to the EU is £2.4bn, presumably to the benefit of countries less well off than ourselves. Aggregating the figures we come to £5.4bn, or just in

excess of 0.7 per cent of the UK gross domestic product, which is exactly in line with the UN target.

I think we are a pretty generous nation.

Stephen G. Brown, 10 Knowlhead Terrace, Pollokshields, Glasgow G41 8RF, Scotland, UK

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## A real choice for Russia

The presidential election offers Russians two distinctive visions for the future



Is Russia becoming a "normal" country? The signs are contradictory. On the one hand, the results in the first ballot of the presidential election last Sunday are reassuring. As in most western democratic elections, Russians voted "against" a candidate rather than for one, according to whether they feared the return of the past more than they resented the pursuit of the present. And as in most normal elections, the results have been close.

On the other hand, the alliance forged between General Alexander Lebed and Mr Boris Yeltsin in the immediate aftermath of the election is far from democratic. Gen Lebed, already a controversial part of Mr Yeltsin's team, as if the electoral process were over and the verdict final. In fact no one yet knows how Gen Lebed's supporters will cast their votes in the second round when faced with this "fait accompli".

Politically, the choice is not a simple one between democracy and totalitarianism. Mr Yeltsin is not a democrat and a victory for Mr Gennady Zyuganov, the communist candidate, would not spell a pure return to the past.

Yet the difference between the two men is enormous, if only because Mr Yeltsin has the backing of some of the best people in Russian society - such as its new entrepreneurs and democratic campaigners.

The immense majority of those behind Mr Zyuganov are unrepentant supporters of the former Soviet regime without any sympathies for democracy. Like the *ancien régime* aristocrats after Napoleon's defeat in France, these men have learnt nothing from history.

A victory for Mr Yeltsin would mean the way to future reforms remained open; a victory for Mr Zyuganov would most probably signify the effective closing of such a door. Thus it is natural that a young and ambitious man such as Gen Lebed would throw in his



Part of the team: Alexander Lebed (left) with Boris Yeltsin

lot with Mr Yeltsin rather than Mr Zyuganov.

There are many among Russia's intelligentsia - and outside the country - who rightly denounce Mr Yeltsin's policies in Chechnya. But wrongly, they still refuse to choose between two evils, out of moralism or even nihilism.

Yet this is not the sort of empty electoral choice offered in the days of the former Soviet Union: there are genuine differences between the two candidates that are obvious for all to see.

Whatever the contradictions, inconsistencies, brutality and corruption of the wild capitalism that has flourished under Mr Yeltsin's presidency, Russia's new economy is alive, if not well.

If the communists were back in power, the country's new economic dynamism would be destroyed by their old-fashioned policies and lack of competence in governing a market economy. Even a partial return to a centrally planned economy would break Russia's economic momentum.

The moral issues at stake in the election are also important and should not be ignored in the current phase of political horse-trading.

not through a *coup d'état* as in October 1917 when the Bolsheviks seized power?

Yet there is a sense in which the presidential election is also something of a referendum on the geographic identity of Russia.

The communists tend to place Russia more in Asia than in Europe, and are fascinated by the Chinese economic miracle which they see as proof that economic growth does not necessarily presuppose democracy. They point to the continuation of intense economic exchanges between China and the west even after the suppression of the pro-democracy movement in 1989. They see it as evidence that an economically cynical and morally neutral western world would retain links with Russia whatever the nature of its regime.

The majority of Russians nostalgically yearn for a strong leader, their ideal model being Peter the Great. Neither Mr Yeltsin nor Mr Zyuganov can fill such a role, but Gen Lebed may be able to offer them such leadership. His strong, charismatic, honest image might have been more important for the Russian voters than his opposition to the war in Chechnya.

Yet the Russians have tasted the long-forbidden fruits of freedom and have become accustomed to a relatively free press. It will be difficult for

any Russian leader to slam the door of freedom shut again. A civil society has slowly emerged and mushroomed, first under Mr Mikhail Gorbachev and then under Mr Yeltsin. It will not be closed that easily.

Western observers should also avoid predictions that a new cold war is about to start with the resurgence of strong Russian nationalism. Russia is too weak and disorganised militarily, too dynamic economically, too open socially, to become once again what Mr Ronald Reagan, the former US president, called "the evil empire".

This military weakness may also prove to be a guarantee that, in spite of all the rumours of intervention by the armed forces or security services, legality will ultimately prevail. There are simply no military forces available to stage a coup.

And the Russian people - like the Spanish at the end of General Franco's authoritarian rule - have seen too much violence and bloodshed in their lifetime.

The spectre of civil war may be still raised but it reflects a dark narcissistic streak in the Russian outlook, rather than a sober appreciation of reality.

Thus the west should set clear goals in its developing relationship with Russia. It is fine to say as a slogan: "Let us engage Russia in Europe if we can. Let us contain Russia if we must." But the west has failed to send Russia clear messages about either engagement or containment.

Those who advocate engaging Russia in Europe seem to draw the line at admission to the European Union. Yet advocates of containment seem happy to leave the countries of the former Soviet Union to the east and south to Russia's uncertain moderation and goodwill.

The west must offer Russia a clear role as a pillar of a new European order, while encouraging Moscow to become the focal point of a new and dynamic region straddling eastern Europe and Asia - provided Russia remains on a stable and democratic path.

The author is deputy director of the Paris-based Institut Français des Relations Internationales and director of l'Institut d'Etudes Européennes. He writes here in a personal capacity.



## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Friday June 21 1996

## Battle for Lebed's soul

The impact of General Alexander Lebed on the highest ranks of Russia's mysterious power structure has been even swifter than anybody expected. Within a couple of days of his appointment as head of the Security Council, the balance of power in the Kremlin has tilted. The advantage has gone - for the moment at least - to the liberal camp which believes that democratic procedures rather than brute force are the best way of keeping President Boris Yeltsin in office. As a result, three of the most ruthless members of the presidential entourage, who between them deserve much blame for fanning the flames of war in Chechnya, have been dismissed.

There is, on the face of things, a satisfying irony in the fact that Gen Lebed, a strapping ex-paratrooper who appears to epitomise military virtue, has been a source of support for the Kremlin's hitherto hard-headed doves. In the short term, the way has been cleared for a series of positive developments. Mr Yeltsin's chances of defeating his communist opponent, Mr Gennady Zyuganov, in the second round of the presidential elections look better than ever. More important, the departure of Generals Mikhail Barsukov and Alexander Korzhakov makes it more likely that Mr Yeltsin's reformist instincts will prevail over his equally strong authoritarian streak. In particular, it should now be easier for Mr Yeltsin, with Gen Lebed's help, to disengage from the quag-

mire of Chechnya. As a battle-hardened warrior, Gen Lebed is one of the few critics of the Chechen war who is invulnerable to the charge of softness.

But his current alignment with those forces in Russian politics that are attractive to westerners does not guarantee he himself will prove a friend of the west. He has, it is true, the virtues of courage, sincerity and relative honesty; they mark him out as a plausible scourge of the corruption that has overtaken the Russian armed forces.

Many of his past pronouncements, however, have been naive at best, sinister at worst. As Russian commander in a breakaway enclave of Moldova, he delighted Slav nationalists by refusing to recognise that republic's elected authorities. Having denounced the Moldovan government as fascist, he went on, rather inconsistently, to profess an admiration for Chile's military rulers. Since then, he has moderated his language, espoused some liberal economic ideas, and made some eloquent comments on the need for Russia to overcome its bitter ideological divide.

But his outbursts in Moldova not only suggest a preference for brute force over legal niceties but also a troubling lack of sophistication - and hence, perhaps, a vulnerability to nationalist ideologues who are more devout than he is. While the angels may, for now, have won the war for Mr Yeltsin's soul, the battle for Gen Lebed's may only now be starting.

## Bibi's team

As leaders of the Arab world gather in Cairo today for their first summit in six years, their attention will be focused above all on the new government in Israel. The victory of Mr Benjamin Netanyahu and his rightwing Likud party has shocked the Arab leaders into burying, at least temporarily, their own differences. Now they need to know if his government is one with which they can continue to negotiate, or if its election will mean an end to the peace process.

First signs from Jerusalem are mixed. On the one hand, Mr Netanyahu has indicated in his appointments that he intends to be pragmatic, rather than ideological. He has given strong emphasis to his vision of economic reform, privatisation and deregulation. On the other hand, his coalition cabinet of conservative and religious parties inevitably contains several personalities who have been consistently hostile to the peace process, and will be regarded with grave suspicion by the Palestinians and their allies.

In forming his new government, Mr Netanyahu has sought to exploit the presidential-style independence conferred on him as the first directly-elected prime minister, on a separate slate to that of his party. He has attempted to restrain the powerful barons of his own Likud party, including Mr Ariel Sharon, the hawkish former defence minister. But he has only partially succeeded.

By awarding the finance ministry to Mr Dan Meridor, the moderate former justice minister, Mr Netanyahu has deliberately snubbed Mr Sharon, and sent a positive signal to the business community. The appointment of Mr Nathan Sharansky, leader of the Russian immigrant party, as trade and industry minister, should mean vigorous promotion of small business. And, in another clear indication of his priorities, the prime minister has extended the executive powers of his own office to include direct responsibility for privatisation.

Bibi Netanyahu's vision of a fast-growing, competitive Israeli economy, led by high technology and a dynamic export sector, is an attractive one. But it is incomplete. For the peace process, launched by his predecessors, Mr Peres and Mr Rabin, was essential to the relaunch of the Israeli economy. It enabled the country to reopen relations with the rest of the world, including south-east Asia, its fastest-growing market.

Maintaining those external relations will be vital to the future prosperity of Israel. So too will be rapid economic growth in the Palestinian territories. Israeli security cannot be guaranteed by fences and armour alone. Mr Netanyahu appears to be pragmatic enough to recognise that, but he will be hard pressed to persuade all his partners, who are more intent on expanding settlements than making peace.

# Vulnerable to catastrophe

Sumitomo's enormous loss in the copper market exposes the deficiencies of Japan's corporate controls, says William Dawkins

Japanese companies used to boast that their culture of personal trust was part of the team ethic that made them so strong. But with their fast growth in recent decades, that reliance on trust has become harder to sustain.

Nowhere is this more true than at Sumitomo Corporation, one of Japan's most prestigious general trading companies. It was founded 400 years ago by a samurai turned Buddhist priest, whose descendants later held supreme positions of trust as financial advisers to the military aristocracy. The company is now one of the world's largest companies with interests that range from textiles and food to metals and machinery.

Yet the legacy of trust that has taken Sumitomo to this pinnacle was spectacularly broken last week by the group's \$1.16bn loss on unauthorised copper trading, the biggest single investment blunder recorded. It appears to be the work of Mr Yasuo Hamanaka, 45, the flawed genius given charge of the world's largest copper dealing operation over the past 10 years.

To be fair to Sumitomo, it was unlucky to run into such a colossal blunder. "Only God can always win," remarked the Nihon Keizai Shimbun, Japan's leading economic daily newspaper. Yet it is becoming clear, as investigators in three countries start to sift the evidence, that Sumitomo was also especially vulnerable.

First, the company vested enormous trust in Mr Hamanaka - to a degree that with hindsight looks astonishingly naive, says a senior executive at another trader. He was given exceptional power to take sole charge of its copper-trading business and, unusually for any Japanese company, was kept in the same job for a decade. He was only moved last month - sideways, to work on an internal investigation, ironically, into his own activities.

Nothing about Mr Hamanaka's behaviour would have stirred suspicions. Commuting daily from a modest home in the Tokyo suburb of Kawasaki, the bespectacled trader rarely took holidays and frequently worked into the small hours. He was just another foot soldier in Japan's army of self-effacing salarymen.

Like other employees, he would have introduced himself by company name first, personal name second: Sumitomo's Mr Hamanaka. The image was that of a team member, by training and instinct. Only three months ago, Mr Tomiichi Akiyama, group president, was quoted in the press praising his honesty.

Like Mr Nick Leeson, the rogue British trader who brought down Barings Bank, Mr Hamanaka was allowed to handle his own paperwork, which he stored in a personal locker. Nobody in his department was expert enough to keep track of all his dealings. His colleagues never had the chance to match his expertise since they were on one- or two-year postings, usually from sections unrelated to metals trading. Merrill Lynch, the US securities house which handled some of the group's copper accounts, has alleged that Sumitomo management authorised the deals that led to the losses. Sumitomo denies conspiracy, but if the allegation is true the company may have made a bad situation much worse by allowing Mr Hamanaka to go on piling up losses.

Sumitomo's vulnerability was enhanced by the fact that it was new to trading in copper futures. Entering this specialist market was



a way of compensating for its shortage of mining interests: it controlled less copper than other trading companies and resorted to copper futures to assure supply.

It thus needed to build up expertise, and executives argue it seemed right to grant Mr Hamanaka such great responsibility. It was not until a receipt for an unauthorised copper futures transaction was mistakenly delivered to the Sumitomo finance section in March that the management took action.

The biggest failure was that the company left one division in the same person's hands for too long," says Mr Akiyama.

But while some of the reasons for the losses are specific to Sumitomo, the affair raises uncomfortable questions about Japan's top trading companies, which include the world's four largest companies in turnover terms. Control issues may be a "problem" at Japanese companies generally, says Mr Tomio Tsutsumi, the most senior bureaucrat at the Ministry of International Trade and Industry. And Yomiuri Shimbun, Japan's largest circulation newspaper, has warned that the debacle may "further reduce trust in Japanese companies as a whole".

Certainly, Japan has notched up an embarrassingly long list of financial catastrophes in recent years. They include Daiwa Bank's ¥110bn (\$860m) loss on US treasury bonds last year, a ¥152bn foreign exchange loss by Kashima Oil in

1994 and Showa Shell's ¥185bn foreign exchange loss in 1993. The banks are also now writing off dud property loans made during the 1980s, to the tune of several thousand billion yen.

How could they all have been so bad at forecasting risk? Misplaced trust in the rise in asset prices, a hangover from the boom years of the 1980s, is one factor, argues Mr Akio Mikuni, president of Mikuni Credit Rating, the only independent Japanese credit rating company.

"The attitude of Japanese management is still attuned to high growth rates and the inflationary trend of any commodity. That is the real problem," he says.

Another factor may be that Japanese companies are under less pressure to perform. The reason for this is that their main shareholders are often their banks, suppliers or even members of the same family of interlinked companies, or *keiretsu*. Business relations, as much as earnings per share, are these shareholders' priority - and they are unwilling to let blunders collapse or be taken over. This is especially true of Sumitomo, where six *keiretsu* companies are the largest shareholders with 24 per cent of the equity.

Japanese trading companies pose an additional risk management headache since they are highly diversified, both by geography and sector. This diversification has increased over the past decade as they have sought to bolster profits

by expanding beyond their original export-import businesses into a wide range of ventures from satellite television to power generation.

Sumitomo, for example, made a meagre 0.12 per cent net profit margin on consolidated turnover of ¥16,170bn last year. In an effort to raise profitability, it has built up interests in mobile telephones, industrial parks, textiles, food, chemicals, oil and steel and drug retailing among others and now does business in 90 countries. Like other Japanese traders, Sumitomo has a central risk management unit. But it was the last to have been audited, which was a serious oversight in the copper room, long after metal brokers and regulators in London sensed a problem.

For regulators, the business of policing trading companies is even more complicated. No single authority in Japan is held responsible for the companies' conduct because their activities come under several ministries. It is a telling example of the fragmented nature of the Japanese government, said by critics to wield enormous authority under the control of nobody in particular.

Some of the trading companies' activities fall under the eye of MITI, with its remit to supervise international trade policy, Japanese commodities markets and mining. But MITI had no responsibility for Sumi-

tomo's copper trading activities because there is no copper exchange in Japan, a curious anomaly for a country with the world's second largest copper-smelting industry.

The finance ministry has the widest scope of any government body, yet it professes to have no interest in the consequences of Sumitomo's loss. That leaves the Bank of Japan, which has opened its own inquiry - but only into the risk, which it believes to be insignificant, that financial institutions doing business with Sumitomo might be harmed by the loss.

Japan's confusion over agency policies trading companies is, of course, mirrored by the international uncertainty over the responsibility for the copper debacle. Six authorities in three countries - Japan, the UK and the US - are now carrying out separate investigations.

All of that invites an awkward question that is now troubling analysts and policymakers. Are there other unexplored financial bombs buried in Japanese companies, ready to be detonated at the slightest touch?

With fragmented regulation, a tendency to place faith in individuals, a presumption that asset prices will always rise and weak shareholder accountability, the danger that other large trading companies will face losses on a similar scale to Sumitomo's remains real.

## Labour's health

Mr Tony Blair confirmed yesterday that in health, as in most areas of policy, little but rhetoric now separates Labour from the government. This is to be welcomed. Both parties are committed to maintaining a state-funded, comprehensive health service run on modern management lines. The task now is to improve efficiency, and to address dispassionately the hard questions posed by an ageing population, technological advance and the necessity to ration some publicly-funded services and treatments.

Mr Blair did not put it quite like that, of course. He talked of a clear dividing line "between Labour and a Conservative party that will preside over the decline of the NHS until it ends up as a safety-net service". This is nonsense, as demonstrated by the record of public health expenditure and by Mr Blair's refusal to commit Labour to spending even a penny more on the NHS. It is not to be despised for that: the Tory might all too readily contemplate a safety-net service if Labour were not breathing down its neck. At it should not obscure the facts behind the fiction.

In reality Labour will tinker a little and carry on much as before. Mr Blair committed Labour to a "new minister to promote inter-departmental work on health inequalities" to an independent Standards Agency; to a redeployment of some senior managers become "senior bed managers";

and to a study "on how we can end trolley waits in the NHS". All very worthwhile, but not the stuff of clear dividing lines.

More substantial were his remarks about "replacing" the internal market within the NHS introduced by the government five years ago. Here again "replacing" does not really mean replacing. Most of the institutions of the internal market will remain. Instead of annual contracts between commissioners and providers, there will be "long-term agreements". The difference between an "agreement" and a "contract" is unlikely to be great. Mr Stephen Dorrell, the health secretary, is anyway contemplating an extension of contract periods because of NHS concern about existing bureaucracy.

In similar vein, Labour will replace GP fundholding, the other pillar of the internal market - with a "flexible" GP commissioning model. This, too, appears to be code for the retention of many aspects of the existing regime.

In policy terms, this week's issue of the *British Medical Journal* is of more consequence than Mr Blair's speech. Its editorial deplores the fact that neither main political party "will openly acknowledge the inevitability of rationing", even while most members of the public recognise its inevitability and want to be involved in local and national decisions on the way forward. And rightly so.

## Summing-up Sumitomo

■ Here's some interesting incidental intelligence about that copper market rumpus.

A technically minded trader at J.P. Morgan in New York wanted to know how often the market would be hit by price volatility of the severity it suffered in the wake of the Sumitomo affair.

The answer he arrived at suggests the volatility on the first day he checked would be repeated once every 4.7m trading days - or every 19,000 years. However, the volatility was equally severe for two successive days. And the probability of this being repeated was every 70.5bn years.

Thank heavens for small mercies.

## Unlikely candidate

■ Three of the world's most well-known women politicians all lined up yesterday to tell the world that no, thanks very much all the same, they didn't want Boutros Boutros-Ghali's job as secretary-general of the UN.

That was fortunate, as he was telling all and sundry that he's putting in for a second term. Mary Robinson, the Irish President, faced a statement to Reuters saying she doesn't want it; Oulivind Oestang said on behalf of

Norwegian prime minister Gro Harlem Brundtland "she is not a candidate. She has said it all along"; and in Geneva the UN High Commissioner for Refugees said that his head, Japan's Sadako Ogata was also not interested.

So which internationally-known, relatively unemployed, powerful female politician might the UN turn to, just in case Boo-Boo changes his mind, or the world jilts him? Oh no - surely not... No - she'd never take the job. The money - \$265,000-a-year - would hardly be enough to fund her anti-European Union hobbies.

## Soccer insomniacs

■ Something very strange is happening in Vietnam. People across the south-east Asian nation have this week been dropping off to sleep without warning - in broad daylight.

Walters serving in hotels and restaurants popular with foreign businessmen yawn openly as they uncork wine bottles and serve food. Cyclo rickshaw drivers seem to be spending longer than usual dozing on street corners. Telephones are left unanswered at peak business hours.

The culprit is nothing less than football. In soccer-mad Vietnam, millions of young men and women have been staying up late to watch the European Championships, relayed live to a country six time zones away. Such is the sleep

deprivation that some workers have been turning up four or more hours late for work.

No-one has yet calculated the loss to the country's national productivity but it's almost certain to be massive. Vietnam almost ground to a halt during the World Cup when it was last staged. Whoever said "it's just a game"?

## Frenzy in Firenze

■ Observer is looking forward to the summit gathering of EU leaders in Florence tomorrow and Saturday.

It has all the makings of a sperry event, having kicked off with a witty little local poster campaign, (falsely) stating that all the shops must be closed for the duration, and that citizens are advised to stay indoors. "I do not know what sick mind thought this up," says Florence's law and order chief, Francesco Berardino.

Nor does he stand much chance of tracking down the culprits - of almost 4,000 police assigned to guard the EU delegates, most are from outside town and don't know their way around the city.

## Tory high pressure

■ As the UK nears a general election Tory strategists are considering any measure to give John Major the edge: one of the more bizarre ideas

surfaced this week.

It's that Conservative party headquarters should employ a man from the Meteorological Office. "A few sunny days during the campaign period could make all the difference," says a government minister.

Noting how effectively the US general masterminding the operation, Dwight Eisenhower, used weather forecasts to time the D-Day landings in 1944, the minister believes that the Met Office could advise when there might be sufficient blue skies to ensure the Tories could pull off a similarly audacious stunt at the hustings.

Sorry to pour cold water over it, but - as like could have told the Tories - there was a little more to it than that...

## New viral strains

■ Several new strains of computer virus have appeared suddenly in the US. Among the most virulent are the Pat Buchanan virus. When infected, your system works fine but complains loudly about foreign software.

Then there's the politically correct virus, which identifies itself not as a virus but as an electronic micro organism.

Nor should we forget the government economist virus. Nothing works but all your diagnostic software says everything's fine.

## Financial Times

### 50 years ago

**Tin Price Agreement**  
It was reported yesterday that negotiations for an improvement in the price paid by the Ministry of Supply for Malayan and Nigerian tin had been concluded, and that an announcement of the new prices might be expected shortly. The invidious position of Malayan and Nigerian producers relative to tin prices ruling elsewhere has long been stressed, and the Nigerian producers have resisted an effort by the Government to renew the agreement at the old figure.

**Efficiency of State Railways**  
Sir Ronald W. Matthews, chairman of the London and North Eastern Railway Company, speaking at a luncheon in Edinburgh, said that no very convincing arguments had yet been produced to demonstrate that the transfer of the railways to some form of State ownership would be productive of greater efficiency. There was a nice round phrase often used by Government spokesmen that a particular industry was "ripe for nationalisation." That phrase was a revealing one. The State did not sow the seed. It did not tend the young plant or assist its growth. It waited until the gardeners had done their work and then, judging that the fruit was "ripe," proceeded to pluck the luscious morsel.











## COMPANIES AND FINANCE: EUROPE

## Renault withdraws from Formula One

By John Griffiths  
in London

Renault, the French vehicles group, is to quit Formula One grand prix motor racing at the end of next season - leaving the front-running Williams and Benetton teams to seek new engine suppliers.

Renault's withdrawal, which had been the subject of increasing speculation in the opening rounds of this year's championship, will end an eight-year involvement in which the French engine maker has substantially

exceeded the goals it set for itself when it returned to the grand prix scene in 1988.

It has already won four constructors' championships and three drivers' championships in the period; is almost certain to capture this year's title following Damon Hill's win in the Rothmans-Williams-Renault at Montreal last weekend; and will almost certainly start next season as a front-runner for the 1997 title.

On that basis, Renault's senior management has decided that the only likely

subsequent course is down - and thus to withdraw from its current contracts with Williams and Benetton.

Both Williams and Benetton are understood to have been warned well in advance of Renault's intentions, and to have already begun tentative discussions with other grand prix engine suppliers.

Excluding Ferrari, the other main engine suppliers with Renault are Mercedes-Benz, McLaren, Ford, whose links with the Swiss Sauber team are to be replaced next year by

an all-new team - Stewart Grand Prix, controlled by former world champion Jackie Stewart; and Peugeot, linked with Jordan.

However, with BMW, Honda and possibly Porsche all reported to be studying their own returns to grand prix racing, it is impossible to predict how relations between constructors and their engine suppliers will be reformed next year.

Renault's decision to withdraw will save it some \$150m a year - the acknowledged cost of designing, developing and

building competitive engines for grand prix. However, Renault's move means withdrawing from motor sport altogether. Renault Sport director Mr Patrick Faure said last night that the French motors group would announce plans for a new global motor sport strategy in the next few months.

"Renault Sport will continue to operate after 1997 as an independent unit. It will use its expertise to serve customers by developing high-performance engines," the company said last night.

## Cir may sell shares to help reduce debt

By Andrew Hill in Milan

Cir, the Italian holding company controlled by Mr Carlo De Benedetti, is considering the sale of part of its share portfolio as one way of reducing debt.

Mr De Benedetti told yesterday's shareholders meeting the group would convert some L1,500m (\$96m) in tax credits into cash by the end of the year. He added that it was still possible Cir would seek a capital increase, if market conditions permitted.

Parent company debt at Cir rose to some L287bn at the end of last year after banks refused to back a L465bn rights issue which would have allowed it to maintain its 31 per cent stake in Olivetti, the computer group of which Mr De Benedetti is also chairman.

Olivetti's rights issue went ahead and Cir's stake was cut to just over 15 per cent.

Cir is understood to be looking at ways to reduce its stakes in other quoted holdings, while retaining control. It owns 49 per cent of Cernus, the French holding company, and majority stakes in Sogefi, the Italian automotive components group; Sestil, the engineering and machinery company; and Espresso, the publishing group.

Mr De Benedetti pointed out that the sale of Cernus' 28 per cent stake in Valeo, the French automotive components company, would be sufficient to meet Cir's requirements.

He said Cir, which last year reported a consolidated loss of L280bn, had increased sales by 10.5 per cent in the first five months of this year, compared with the same period in 1995.

Mr De Benedetti said he also hoped to confirm that Olivetti's troubled personal computer business had broken even in the second quarter of 1996. He said after last year's rights issue he expected a turnaround at Olivetti by June this year.

## NEWS DIGEST

## Italy doubles size of Ina bond offer

The Italian government yesterday almost doubled the size of its offering of bonds exchangeable into shares in Ina, the insurance company, because of overwhelming demand from domestic and foreign institutional investors. The increase in the offering, from an initial \$1.3bn to \$2.1bn, means the bonds will be exchangeable into virtually all of the government's 34.35 per cent stake in Ina. When the offering was launched on Wednesday, the bonds on offer were exchangeable into about 21 per cent of the company.

The government's decision to expand the offering helped lift Ina shares by 2.3 per cent, or 1.49, to 1,221.25 yesterday, because it rids the market of an overhang of Ina stock.

Goldman Sachs, which is arranging the offering with IMI, the Italian banking group, said the Ina offering was the largest global offering after a \$2.3bn convertible bond offering for Ford, the US automotive company, in 1991. The Ina offering, which should be priced today, will be followed by the final offering of the state's shares in IMI. The sale of the 6.77 per cent stake should be concluded by the end of July.

Antonio Sharpe, London

## OTE climbs 15% pre-tax

OTE, Greece's state-controlled telecoms monopoly, yesterday announced a 15 per cent increase in pre-tax profits, to Dr203bn (\$343m) in 1995 on turnover up 23 per cent to Dr638bn. The results matched estimates ahead of OTE's flotation on the Athens stock exchange in March.

Mr Petros Laskaris, managing director, told shareholders the company would invest Dr300m this year on digitalising Greece's fixed-line network, setting up a third mobile telephony system in Greece, and expanding into eastern European markets. He said a judicial investigation launched last month concerning a Dr10bn contract for digital switches awarded by OTE in 1994 "would not have much impact" on the timetable for installing 400,000 digital lines in the next year.

OTE must maintain the current pace of digitisation to meet its target of 15 per cent annual earnings growth over the next three years. Only 31 per cent of the Greek network has so far been digitalised, allowing calls to be time-charged. Mr Lamborn said OTE planned to invest Dr500m this year through its subsidiary Hellascom International to upgrade telecoms systems in Lithuania, Ukraine, Georgia and Armenia. OTE earlier this month signed its first contract outside Greece - a Dr5.5bn deal with the Lithuanian state telecoms to install 44,000 digital switches and a 570km fibre optic cable network.

Karin Hope, Athens

## Alcatel affirms break-even aim

Alcatel Alsthom, the French electronics group, confirmed it was looking to return to break-even in 1996 after having incurred a loss of FF25.6bn (\$3bn) in 1995, including FF24bn in provisions. Mr Serge Tchurru, chairman, told the aim: "The most important signs for 1996 could and should be the recovery of the order book." He confirmed that FF10bn of assets sales, announced in March, would be carried out by the end of the year.

AFX News, Paris

## New Germany equity fund

BHF-Bank has joined MeesPierson of the Netherlands and BancBoston Capital of the US to set up a new fund to provide equity capital for medium-sized companies in Germany and neighbouring countries such as Austria, Switzerland and Denmark. The targets will be unlisted companies with sales of DM50m (\$22.5m) or more. The fund - German Equity Partners - will take majority stakes, alone or with co-investors, and be represented on their non-executive supervisory boards.

The Dutch-registered fund, also involving several other institutional investors, will total around DM160m and acquire its shareholdings through takeovers, management buy-outs and buy-ins, restructurings or spin-offs. The average investment period is expected to be around seven years.

Andrew Fisher, Frankfurt

## Hungary sets TVK price range

Hungary's privatisation agency yesterday pressed ahead with the privatisation of Tisza Vegyi Kombinát (TVK), the country's largest chemical company, through an offering of shares to domestic and foreign investors. The offering, one of the largest share issues in Hungary and the region, reflects the strong international demand for equity investment in eastern Europe.

The government stands to raise between Ft180 and Ft200m (\$100m-\$125m) from the sale of a majority shareholding. The indicative price of TVK's shares has been set at between Ft1.150 and Ft1.500 each, which would capitalise the company at between Ft220bn and Ft250bn. The size of the offering has been set at 13.5m shares, of which 10.5m will be sold in the global institutional offering. Up to 2.4m shares will be offered to employees, and a minimum of 600,000 will be sold to Hungarian retail investors. An additional 2.1m shares will be made available through over-allotment options. TVK's global depositary receipts will be listed in London.

Antonia Sharpe

## FDA approval for Akzo drug

Akzo Nobel, the Dutch chemicals group, has been given approval by the US Food and Drug Administration to market Remeron, an anti-depressant. It was approved for use in some west European countries late last year. The company said yesterday the product, developed by its Organon pharmaceutical unit, was as effective as older treatments in combating depression but with few, if any, side effects.

Gordon Cramb, Amsterdam

## Dutch player well placed for Euro 98

KPN's listing on the London Stock Exchange reflects a strategy of aggressive expansion

Mr Wim Dik, chairman and chief executive of KPN, the dominant Dutch telecommunications operator, was at the London Stock Exchange on Tuesday to celebrate the company's London listing, a move which opens an extra window for investors.

He had less to cheer about that evening. In the company of members of his senior management team he was at Wembley to see the Dutch national team humbled by England's footballers.

KPN, however, looks as if it could emerge a winner from the European telecoms tournament which opens on January 1 1998, the date set by the European Commission for the liberalisation of voice services throughout Europe.

The company combines aggression uncommon in a newly-privatised operator - the Dutch government's holding is now 45 per cent after two public offerings since 1994 - with a clear perception of the limited options open to an operator with a small home market. Last year it made \$1.4bn profit before tax of revenues on about \$12bn.

Mr Dik says: "We are ambitious enough, we are aggressive enough and our marketing is strong, but outside the Netherlands, we will never be

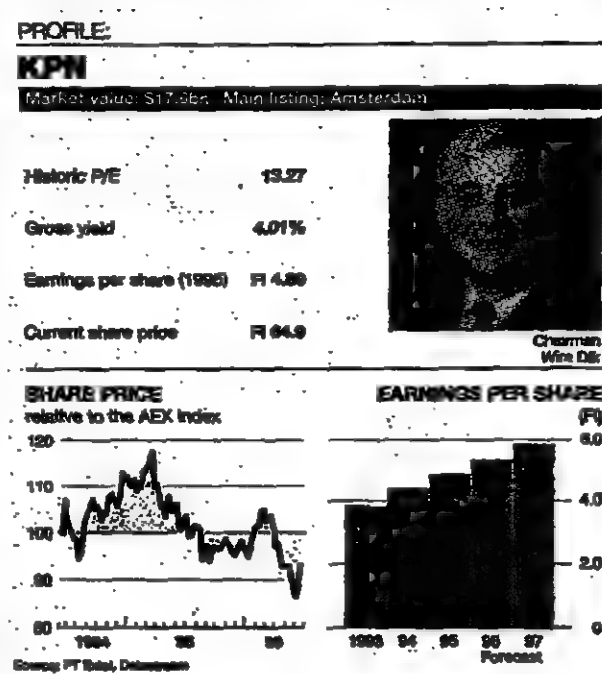
an AT&T. We have to form strategic alliances so we are wherever our customers wish us to be."

KPN and Telia of Sweden, for example, took the initiative in the formation of Unisource, a Europe-wide joint venture with Swiss Telecom PTT and Telefonica of Spain. Unisource is allied with AT&T through Uniwild, a member of AT&T's WorldPartners group.

It is in competition with Concert, the joint venture formed two years ago between British Telecommunications and MCI of the US, and up against Global One, established recently by Deutsche Telekom, France Telecom and Sprint of the US. All three are chasing the business of large multinationals, and Unisource aims to capture 20 per cent of worldwide traffic by 2000.

Mr Dik says the four-year Unisource alliance is progressing well, with less cultural friction than might have been expected from four west European partners. It was more important to run Unisource as a company than to pander to national sensitivities. "If the best people to run the company are Swiss, then headquarters in Amsterdam will be filled with Swiss. Unisource should not be a kind of United Nations," he says.

KPN has its own ambitions abroad, however, and conflict must be avoided. Mr Dik explains that if KPN wished to invest abroad, it would first establish that Unisource did not have similar plans. Then it would seek a partner from the Unisource alliance - last year, for example, KPN and Swiss Telecom took a 27 per cent stake in SPT Telecom of the



Czech Republic. If neither Unisource nor its partners were interested, then KPN would be prepared to go it alone.

Mr Dik said the group was pursuing a multi-faceted strategy ahead of liberalisation and full competition.

First, it was paying increased attention to cost-cutting and efficiency to

counter a rapid and inevitable decline in revenues from international traffic. He did not expect, however, see large job losses: with 70,000 full-time equivalent staff, the group already has the best lines per employee ratio in Europe.

Second, as one of the few European operators to retain responsibilities for postal services, it intends to turn this into a virtue, establishing a Europe-wide postal network to take advantage of full postal liberalisation.

Third, it is looking at the new media, and owns one of the largest cable networks in the Netherlands - already one of the most intensely cabled countries in Europe, with some 94 per cent of homes passed by the network. Fourth, it is developing cellular services at home and abroad.

Mr Dik attributes the company's aggression to the fact that he and many of his senior team have a consumer, rather than a telecoms, background - he spent 24 years with Unilever, "being trained in what one means by a customer".

He says he is continually seeking acquisitions to broaden and strengthen KPN's market position. Are there target companies in the UK? "Maybe," he says with a grin.

Alan Cane

## Unit's turnaround boosts Opel

By Wolfgang Münchau  
in Frankfurt

Adam Opel, the German subsidiary of General Motors, yesterday reported an 18.2 per cent increase in net profits to DM363m (\$28.7m) for 1995.

The figures were boosted for the first time by the company's Eisenach subsidiary in eastern Germany, Europe's most productive car plant according to Opel, which returned a profit of DM33.5m, after losing DM34m last year. Turnover of the Eisenach plant rose from DM1.7bn to nearly DM2bn.

The increase in overall profits came despite currency losses of DM322m, a reflection of the D-Mark's strength against other European currencies. Mr David Herman, chairman, said yesterday that "not least because of significant

recovery of the Italian lira, we expect a better exchange rate environment".

However, Mr Herman has been cautious about new car registrations in Germany this year, which he estimates will grow by a modest 3.6 per cent to 3.44m. He said the company hoped to achieve a market share in Germany of 17 per cent this year, and 12.7 per cent in western Europe.

In the first five months of the year, the number of new Opel registrations in Germany went up 7.6 per cent to 285,000, representing a market share of 18.7 per cent. At this level, Opel remains Germany's second-largest carmaker after Volkswagen, with which it is currently engaged in a bitter legal dispute about alleged industrial espionage.

Mr Herman said the small

car segment accounted for a growing percentage of sales, and also noted that replacement buyers had been more cautious.

Turnover rose only marginally last year, from DM25.5bn to DM25.9bn, reflecting sluggish economic growth in western Europe, and especially in Germany. Return on sales edged ahead from 1.2 per cent to 1.5 per cent.

Mr Herman called on the German government to step up efforts to reduce labour costs to improve investment. He said, however, Opel was committed to Germany as a production base, with DM5.5bn earmarked for investment in the country between 1996 and 1998. It will also be expanding internationally, with new factories in Argentina, Poland, Thailand and China.

## Brokers' marriage a commitment to Egyptian reforms

The link-up of EFG and Hermes is a response to market growth

Egypt's small but rapidly growing banking community is today spending its Sabbath digesting the news that the country's two leading local brokerage and investment houses are merging to create Cairo's biggest merchant bank.

In an announcement to staff last night, the Egyptian Financial Group and Hermes Financial explained the merger would enable the new entity to take better advantage of the growing opportunities for investment banking in Egypt's emerging market.

"The local market has reached a point where large financial institutions are needed with real financial muscle and a wide network of local and international clients," said Mr Mohamed Tawfik, chairman of the newly formed EFG-Hermes. "This merger is the fastest way to grow and with it we are well on the way to creating a solid Egyptian institution in brokerage and investment banking."

Since the Egyptian government embarked on economic reforms in 1991, backed by the International Monetary Fund and the World Bank, the country's financial services sector has grown rapidly in size and sophistication.

The government's renewed commitment to privatisation at the beginning of this year has created more demand for local expertise and placement power in managing primary issues. It has also focused increasing international attention on Cairo's stock market. During the past four years the market has grown more than threefold in terms of market capitalisation, to around \$8bn; and its inclusion on the International Finance Corporation's emerging market index at the end of this year is expected to place it firmly on most international fund managers' maps.

As competitors, both EFG and Hermes played a pioneering role in the development of brokerage facilities for Cairo's stock market. Between them they account for an estimated 35 per cent of secondary trading on the bourse - the

remainder is spread between around 60 small local brokerage houses. They are also the local market leaders in research and company analysis. As a result, their clients include virtually all the foreign institutional investors active in Egyptian equities, including heavyweights such as ING Barings, Robert Fleming, James Capel, Foreign & Colonial, Merrill Lynch, and Morgan Stanley.

The two companies have also played a leading role in the co-ordination and placement of the government's privatisation offerings. Together, they have been involved in nearly 75 per cent of the total public offerings made in Egypt over the past 18 months, worth about \$2.1bn (\$294m). The two companies have also raised mutual funds - although both their asset management divisions will remain as separate operations for the time being.

The directors of the new company argue that the merger would give them the "critical mass" required to face future competition in the local market as foreign banks seek investment banking opportunities in Egypt.

"For the past three years we've been banging each other's heads together competing for every new deal that came along. As more competition comes into the market, we need to be able to deal with it effectively," said Mr Ali Tabry of Hermes, who will be managing director of the new entity's brokerage division.

The new company will have a combined staff of 130. In the short term, it plans to begin opening a branch network of retail outlets outside Cairo and, in the medium term, gradually expand its regional presence. In the next five years directors hope to hire a competitor to manage the merged broker's own initial public offering.

James Whittington

## CSI results vindicate steel shake-up

By Tom Burns in Madrid

The long and costly restructuring of Spain's steel industry appears to have been vindicated by the pre-tax profits of Ptas2.1bn (\$226.87m) for 1995 on sales of Ptas87.7m announced yesterday by CSI Corporación Siderurgica, the state-owned steel group launched last year.

CSI, which incorporated the profitable business units of the integrated steel companies in the public sector, will now become a candidate for privatisation under the far-reaching disposal plans of the new centre-right government.

In the mid-1980s, the government ploughed Ptas760bn into the steel sector but failed to stem losses in the two dominant producers on the Cantabrian coast - the Bilbao-based Altos Hornos de Vizcaya and the Enxidea complex near Aviles. A second rationalisation, agreed with the European Union in 1993, put aside Ptas67m to wind up obsolete production lines at both plants and create CSI.

CSI chairman Mr José Manuel García Hermoso said the company had the benefit of a strong balance sheet.



ZURICH INSURANCE COMPANY

## Payment of dividends

In accordance with the resolution of the General Meeting of June 19, 1996, the dividend for the 1995 business year is

per share before tax SFr. 6.-  
less Swiss withholding tax, at 35% SFr. 2.10  
net SFr. 3.90

Payments will be made free of charge as of June 24, 1996 upon presentation of the dividend payment order at all Swiss branches of the following banks:

Credit Suisse  
Swiss Bank Corporation  
Bank Leu Ltd.  
Union Bank of Switzerland  
Cantonal Bank of Zurich

and at the company cashiers' office, Alfred Escher-Strasse 50, 8002 Zurich.

Shareholders who have designated the bank where they have deposited their shares as their address for payment of dividends will receive the normal dividend credit note from this bank. Persons holding their shares themselves will receive their dividend payment order by mail.

Zurich, June 19, 1996

Zurich Insurance Company  
The Board of Directors

Banco Central de Venezuela  
U.S. \$25,000,000  
Floating Rate Bonds due 2005  
USD New Money Series B-1P

Banco Central de Venezuela  
U.S. \$274,218,500  
Floating Rate Bonds due 2005  
USD New Money Series B-2P

In accordance with the provisions of the Bonds, notice is hereby given that for the interest period from June 21, 1996 to September 21, 1996, the Bonds will carry an interest rate of 6.75% per annum. The interest payable on the relevant interest payment date, September 21, 1996 will be U.S. \$25.00 per U.S. \$100,000 principal amount.

By: The Chase Manhattan Bank, N.A.  
Agent Bank  
June 21, 1996

The Republic of Venezuela  
U.S. \$5,000,000  
Floating Rate Bonds due 2005  
USD New Money Series A

In accordance with the provisions of the Bonds, notice is hereby given that for the interest period from June 21, 1996 to September 21, 1996, the Bonds will carry an interest rate of 6.75% per annum. The interest payable on the relevant interest payment date, September 21, 1996 will be U.S. \$5.00 per U.S. \$100,000 principal amount.

By: The Chase Manhattan Bank, N.A.  
Agent Bank  
June 21, 1996

The Republic of Venezuela  
U.S. \$5,153,650,000  
Floating Rate Bonds due 2007  
USD Debt Conversion Series D1

In accordance with the provisions of the Bonds, notice is hereby given that for the interest period from June 21, 1996 to September 21, 1996, the Bonds will carry an interest rate of 6.525% per annum. The interest payable on the relevant interest payment date, September 21, 1996 will be U.S. \$5.15 per U.S. \$100,000 principal amount.

By: The Chase Manhattan Bank, N.A.  
Agent Bank  
June 21, 1996

NOTICE OF REDEMPTION  
To the Holders of  
TSB Hill Samuel Bank Holding Company plc  
(formerly Hill Samuel Group plc)  
(the "Issuer")  
US\$100,000,000 Floating Rate Notes due 2016  
(the "Notes")

NOTICE IS HEREBY GIVEN that, in accordance with Condition 6(b) of the Terms and Conditions, all of the outstanding Notes will be redeemed by the Issuer on 25th July, 1996. The Issuer will redeem the Notes at the principal amount plus accrued interest to the date fixed for redemption. Payment will be made by a US dollar check drawn on a bank in New York City or by transfer to a US dollar account maintained by the payees with a bank outside the United States upon presentation and surrender of the Note together with all coupons appertaining thereto maturing on or after the Redemption Date at the office of the Paying Agents below. Interest on the Notes shall cease to accrue thereafter and the Coupons for any such interest maturing after the Redemption Date shall be void, irrespective of whether or not such Notes and Coupons have been surrendered for payment.

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Morgan Guaranty Trust Company of New York  
60 Victoria Embankment  
London EC4Y 0JP

PAYING AGENTS  
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Avenue des Arts 35  
B-1040 Brussels  
Morgan Guaranty Trust Company of New York  
60 First Street  
New York 10005  
New York 10005

TSB HILL SAMUEL BANK HOLDING COMPANY PLC  
By: Morgan Guaranty Trust Company  
as Principal Paying Agent  
Dated: 21st June, 1996















## IT Senior Appointments

### JOIN A WORLD LEADER COMMITTED TO MIS

#### Central London

Our client is a global market leader in the provision of sales management and medical information. They have achieved this status in a world where the integrity of the decision support data they provide can be the difference between success and failure.

As you would expect MIS is critical to the company's success. There are a number of new project initiatives being undertaken to ensure that the business and its customers continue to receive the most effective systems solutions. The most important factor to the success of these initiatives is people.

We have outlined below a brief summary of the opportunities available, more information can be obtained by calling the members detailed below:

#### Technical Co-ordinator Sales & Marketing Systems (SAMS)

##### Reference GH001

The SAMS programme is a regional initiative, involving the implementation of a sales, marketing and client service solution. This programme will take about two years to roll-out to a 'core' of predominantly European sites, but will continue on an international basis.

##### Outline of responsibilities

- Co-ordinating on-going enhancements to the SAMS solution
- Designing the required functionality in an SQL Windows environment
- Providing technical support for the SAMS solution in the local offices
- Rolling out the solution to new sites
- Windows/MS-DOS programming
- SQL programming
- Exposure to Networking and communications
- Highly developed interpersonal skills
- Strong commercial awareness
- A second European language would be an advantage

#### Decision Support Systems Manager

Reporting to the MIS Director the purpose of this role is to manage the on-going development and implementation of the Corporate Decision Support systems and data collection systems. The systems are used by Operational and Senior Financial Management to consolidate and analyse financial information.

##### Outline of responsibilities

- Planning review of overall strategy for Corporate Decision Support and Data Collection Systems

All candidates require a high degree of motivation. The role will involve European travel and therefore candidates need to be flexible with the ability to communicate on a cross cultural basis. In return our client will provide a stimulating, challenging and exciting opportunity where you will be rewarded for achievement and provided with the training needed to ensure you fulfil your maximum potential.

If you would like to apply for one of the positions above or require any further information please contact David V. Holloway at DRAX DEARMAN ASSOCIATES on 0171 419 0229 (Office) or 0171 286 2586 (Home) alternatively fax, e-mail, or post your CV (quoting the corresponding reference number) to him at:

DRAX DEARMAN ASSOCIATES  
Phone: 0171 419 0229 (Direct Line) 0171 286 2586 (Switchboard) Fax: 0171 286 0001  
E-mail: david@draxdearman.com  
Charlotte House, 14 Windmill Street, London W1P 2DY

DRAX DEARMAN ASSOCIATES

#### £ Excellent packages

- Ensuring a high degree of 'Customer Service' is provided to all users
  - On-going development of systems to fulfil Corporate reporting requirements
  - Documentation of consolidation and collection systems processes
  - To play a part in the development of Corporate management reporting
- The ideal candidate will possess the following skills, attributes and experience:
- An in-depth knowledge of Hyperion Enterprise Consolidation systems covering design, building and maintenance
  - Ability to plan and maintain work schedules to meet tight deadlines, and be truly self-motivated
  - Highly developed interpersonal and written communications skills

#### Systems Administrator - Decision Support Systems

##### Reference GH003

Reporting to the Decision Support Manager you will be responsible for the administration, maintenance and development of the Corporate financial consolidation and collection systems which provide financial information to the company's Senior Management.

##### Outline of responsibilities

- To maintain the structure and process of the consolidation systems
- Provide support and training to Corporate and local personnel
- To take a proactive role in the design and development of local and corporate reporting packages

The ideal candidate will possess the following skills, attributes and experience:

- Financial Systems experience
- A good understanding of Database concepts
- Consolidations systems experience preferably Hyperion or Micro Control
- MIS Office experience, in particular Excel and Access
- Excellent interpersonal skills

#### City



LTCB International Limited

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Banking Benefits

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- Business Analysis, initially concentrating upon the Back Office as we replace our Accounting and Settlement systems, and
- Liaison between the IT function and end user departments.

You will be working as part of a small team of highly talented and dedicated systems professionals.

To meet the requirements of this demanding job, you will need:

- To have at least three years' experience of business analysis in a fixed income environment, and a broad understanding of financial instruments,
- To be experienced in requirements definition, package selection and implementation,
- To be familiar with client-server concepts and relational database design, and
- To be educated to degree level (or equivalent).

This is an excellent opportunity for a self-motivated individual to develop his or her career in a high profile role within a company at the leading edge of business technology. If you feel you could meet this challenge, please send your CV with a covering letter to our consultant, Lynne Hall at:

Drax Dearman Associates, 14 Windmill Street, London, W1P 2DY.

Tel: 0171 209 1000. Fax: 0171 209 0001. Email: Lynne@Dearman.demon.co.uk

DRAX DEARMAN ASSOCIATES

## IT City Appointments

### OUTSTANDING OPPORTUNITY FOR GRADUATES IN GLOBAL TECHNOLOGY

Deutsche Morgan Grenfell, the investment banking arm of Deutsche Bank, one of the world's largest AAA rated institutions, operates in over 30 countries. To achieve our objective of becoming the leading European Investment Bank and one of the top Investment Banks in the world, we must attract and develop the very best people. A key to our success in such a competitive business environment is our IT function. On a global basis, IT works in close partnership with all areas of the Bank to deliver innovative and efficient solutions.

We are recruiting a number of graduates in 1996 to join our IT Division in London. The development programme provides training by way of a rotation programme as well as IT related courses resulting in detailed knowledge of how IT supports the Bank's business activities.

On completion of the programme you will have gained an understanding of:

- IT strategies of a Global Investment Bank
- Project Management with global scope
- Systems Development using latest technologies
- Implementation of large-scale projects

You will have also increased:

- Your proficiency skills
- Your knowledge of technology
- Your business skills
- Your analytical abilities

The successful candidates are likely to have the following credentials:

- Committed to a career in IT
- A 1st or 2:1 degree in Mathematics, Engineering, Business Management, Economics, Computer Science or Science completed in 1995 or 1996
- A flexible and committed approach within a rapidly changing environment
- Analytical and creative skills
- Good team and communication skills

- International mobility
- Fluent English (oral and written), with knowledge of another European language an advantage

Deutsche Morgan Grenfell offers:

- A comprehensive 12 month training programme
- Outstanding career opportunities in a globally operating investment bank
- International challenges

Interested applicants should fax or send their CV and covering letter to Martin Phillips or Jeremy Tipper at Robert Walters Associates, 10 Bedford Street, London, WC2E 9BE. Fax: (0171 304 4131). Tel: (0171 379 3333). Internet: martin.phillips@robertwalters.com

The closing date for applications is Wednesday 3rd July 1996.

Deutsche Morgan Grenfell

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FX Marketing: Key role 80k plus Quant Analyst. PhD, MSc.Derivatives.

50-80k Fixed Income, C++ Unix or Windows/NT 30-55k

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UK Equities 23k

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London WC2B 6AH

Tel: 0171 831 6400 Fax: 0171 831 6422

Campion@campion.demon.co.uk

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London WC1X 8SL



#### City

### Business Systems Consultant

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As one of the most well-known and innovative general insurance companies, we are determined to make the best business use of the technology that is on the market. To achieve this, we need an experienced Business Systems Consultant with the ability to understand our business needs, and ensure they are matched by appropriate systems.

Reporting to our Business Systems Manager, you will liaise with the business managers of all our general insurance distribution channels in order to understand their MIS requirements and then deliver an effective solution. This role is seen as critical in ensuring the responsiveness of our business in this fast changing, increasingly customer focused industry and you will be involved in the project management through all stages of the life cycle. You will also be involved in other Head Office functional initiatives as they arise.

To effectively perform this role you will need a broad skill base, combining good business and commercial understanding with a sound appreciation of IT and its

potential contribution. You will probably have a background in Financial Services or Consultancy, ideally including some experience of general insurance or of large scale customer service environments. You will have a knowledge of structured methods, such as SSADM and PRINCE, for business analysis and project management and have implemented Business Information Systems. As for the personal qualities, we are looking for a high level of enthusiasm and self-motivation from a team player who is demonstrably able to take on responsibility and deliver. They must have the communication skills to build productive working relationships across all levels and functions in our business.

If you are the right person for this role and wish to take advantage of the future career options we can offer, convince us by sending your CV to our advising consultant, Keith Evans at Michael Page Technology, Page House, 39-41 Parker Street, London WC2B 5LH, quoting reference 293975.

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## COMMODITIES AND AGRICULTURE

## World metal bureau cuts copper surplus estimate

By Kenneth Gooding, Mining Correspondent

The World Bureau of Metal Statistics, whose data are used by many international metals analysts, has identified most of the reasons why copper market statistics have been unreliable for several years and has revised its calculations.

These show that global supply of refined copper was only 46,000 tonnes below consumption last year, not 600,000 tonnes as the bureau reported earlier this year.

Mr Lloyd Davies, general manager of the WBMS, said it was obvious the bigger total was wrong because the bureau also found virtually no change in copper stocks.

The bureau had found that the problem originated in some consumption figures, particularly those for the European Union, and in some east-west trade data for some parts of the former Soviet Union, particularly Kazakhstan.

Mr Davies said it was possible that the European consumption figures for 1995 were overstated by about 250,000 tonnes, while western imports

## Western World Refined Copper Balance

	1995	1994	1993	1992
Production				
Primary	7,852	7,470	7,552	7,529
Secondary	1,483	1,515	1,470	1,486
Total	9,335	8,985	9,022	9,015
Net East/West Trade	+707	+758	+457	+187
Total Consumption	10,042	9,743	9,479	9,102
EU Double Counting	248	226	98	91
Market Balance	-49	-248	+291	+139
Reported Stock Change	-81	-350	+187	+100

Source: WBMS

from the eastern bloc were under-reported by about 80,000 tonnes.

Mr Peter Hollands, editor of Bloomsbury Minerals Economics' Copper Briefing Service newsletter, who was among the first publicly to raise this issue, said yesterday: "The bureau has done an excellent job of sorting out the European data. It has done some ingenious research. It is very unusual to get this level of accuracy in statistics."

The revised figures, showing a very small supply deficit in 1995, supported the view that

copper prices were likely to fall as supply surpluses gradually built up this year, he pointed out.

Mr Davies said he now had confidence in all the bureau's statistics except for those relating to stocks of refined copper held by producers outside the EU. The American Bureau of Metal Statistics, which collected these data, would investigate.

The bureau completed its recalculation in time for the seminar series being organised by the United Nations-sponsored International Copper Study Group.

## Caribbean sugar growers put on a brave face

The EU's suppliers are facing an uncertain period over the next five years, writes Canute James

The European Union's cane sugar suppliers are putting on a brave face in contemplating what many of them admit is a uncertain period over the next five years in preserving their lucrative market.

A recent meeting of trade and agriculture ministers of the 10-nation Caribbean Community and Pacific (CARICOM) group, concluded that although they expected changes to the protocol that covers sugar sales to the EU, they were uncertain how extensive these would be, and they feared that extensive alterations would irreparably damage their market.

One concern is the expiry of the Lomé Convention, the trade and aid treaty between the EU and the ACP, in 2000. The sugar protocol is to be reviewed that year. The ACP quota is 1.3m tonnes a year, with suppliers getting about 30 cents a pound. An additional quota was recently granted for 285,000 tonnes a year until June 2001, at about 25 cents a pound. With world market prices significantly below these levels the EU market has been keeping aloft the sugar industry with high production costs in several ACP countries.

"The sugar protocol is a legal document which will outlive the Lomé Convention," said Mr Arvin Boolel, the ACP's spokesman on sugar. "Any disruption in the sugar trade between the ACP and the EU will have dire consequences and threaten the economy and society of several countries. We are duty bound to struggle to maintain and further strengthen our hard won preferences."

The producers' concerns are compounded by the coincidence of the review of the sugar protocol with increasing competition in global trade in agriculture as preferential agreements become less favoured. They feel also that the sugar protocol will come under increasing pressure from within the EU. At the same time, several of the producers may find it increasingly difficult to retain their valuable EU quotas, as Mexico's quota under the North American Free Trade Agreement will rise from the current 7,300 tonnes a year to 250,000 tonnes in 2001, say ACP officials.

The US quotas were under threat from NAFTA, according to Ms Margaret Blamberg, vice president of the Domino Sugar

Corporation of New York. "Nafta is perhaps the most potent example of the profound changes for US sugar policy," she told the ministers. "The US quota system is outmoded and incompatible with the realities of contemporary world trade."

Another concern raised by the ministers at the conference was the effect of the EU's offer under the Uruguay Round of trade negotiations, to reduce tariffs by 15 per cent over a six year period ending in 2001. "This translates into an increasing downward pressure on the price that will be offered to the ACP, as the price is negotiated within the range prevailing in the EU," said Mr Horace Clarke, Jamaica's agriculture minister.

The producers' fears were mollified by Mr Ejner Stenved of the European Commission, who suggested that there was reason for optimism that the sugar protocol would continue after 2001, but with some changes such as a minimal cut in the quotas by the EU, and a fall in prices.

"Prepare for the worst but hope for the best," he cautioned, EU and ACP producers

should rationalise their operations to deal with increased competition as the progressive reduction of tariffs would make a reduction in the support price unavoidable. ACP states must develop more efficient means of production and concentrate on increasing output and lowering production costs, he suggested.

ACP officials agreed. Mr Carl Greenidge, the group's acting secretary general, told producers that competition from alternative sweeteners would reduce current levels of sugar consumption, and increasing use of high fructose syrups by food and drink processors would force ACP producers to improve the efficiency of their industries.

The sugar producers expect to get a firmer indication of future trends in a few months with the inaugural ministerial meeting of WTO, which Mr Boolel said would be a "watershed" in international trade. "ACP states have to gear themselves to present a united front, not only to counter moves by proponents of unbridled trade liberalisation, but more importantly, to explain our special situation and the

need for preferential trade arrangements," he said.

The ACP producers, however, were clearly unhappy at the likely threat to their industries from unexpected quarters. There is reason for concern over the application of guidelines from the World Health Organisation, which advocate a threshold on sugar of 10 per cent of energy intake, warned Mr Peter Baron, director of the International Sugar Organisation.

He said this should be rejected as it could cause a reduction in world sugar consumption of about 17 per cent, and a cut of 25 per cent in world imports, with a threat to millions of jobs. "The publication of such goals by an authoritative body like the WHO has provoked great concern in the sugar industry," Mr Baron reported. The sugar limitation was suggested in a 1990 WHO report on Diet, Nutrition and the Prevention of Chronic Diseases. Mr Baron said that although it was not yet formally implemented, the guideline had influenced government policy in some developed countries and given "strong ammunition" to the anti-sugar lobby.

## Coal strike spreads

By Nikk Tait in Sydney

Three Queensland coal mines operated by Shell Australia were hit by a 48-hour strike yesterday as members of the powerful Construction, Forestry, Mining and Energy Workers' Union walked out in support of striking employees at the Dalrymple coal terminal, near Mackay.

The dispute at Dalrymple began last week, after the Queensland Industrial Relations Commission awarded coverage of workers at the coal loading facilities to the rival Australian Workers Union, with the backing of management. Industrial disruption has already spread to the Port Kembla coal terminal in New South Wales.

## International tea sales drive majors on the feel-good factor

Alastair Guild reports on a generic marketing campaign stressing the health-giving properties claimed for black tea

International agreement has been reached on a generic campaign to highlight the health-giving properties of black tea.

There is no future contract for tea and no producers' cartel. The eventual aim of this campaign will be to eliminate surpluses and introduce greater stability into the market, while boosting prices paid to producers.

The US\$4.6m, 3-year project is to be jointly financed by a contribution of \$700,000 from producing countries (Kenya, Indonesia, Sri Lanka and India) and \$1.8m each from consuming countries (Canada, the US and the UK) and the UN's Common Fund for Commodities. It is seen as one of the most important initiatives to be

taken by the Amsterdam-based CFC since it was established in 1993 with the aim of stemming falls in world prices of primary commodities. It now has more than 100 member states, as well as the support of the European Union.

The campaign - the result of several years of negotiation within the Intergovernmental Group on Tea, sponsored by the UN Food and Agriculture Organisation - is divided into two phases. It will support research, some of it already under way in the US, into the part that tea may play in disease prevention, especially of cardiovascular disease and certain cancers. Chinese and Japanese researchers have produced a substantial body of work on green

tea's role in disease prevention. The CFC project will concentrate on the parallel performance of black tea.

The second phase, to be managed by the UK Tea Council, will concentrate on the creation of a communications package for the promotion of tea. The package, influenced by the research findings, will be designed to convey the health giving properties of tea across countries and continents, while communicating to the public the core results of the research.

International advertising agencies are being recruited and Saatchi and Saatchi is thought likely to be appointed the lead agency.

The new ideas will be tested first in four markets, chosen for being

developing markets with a still significant potential and without yet having complex branding structures.

These are:

• Zimbabwe, which consumes a mere 25 per cent of its own production;

• Eastern Java, at present a predominantly green tea market, but where black tea is increasingly becoming the preferred option among the better off;

• The Czech Republic, which has a history of tea consumption but, as a fast developing economy, is seen as having yet more potential;

• And Catalonia, where the population has not yet seriously embraced the tea-drinking habit.

There is an annual world-wide surplus of some 80,000 tonnes of tea, out of a total production of 2.5m tonnes. This is likely to increase as average yields improve, particularly with the development of clones.

The world average yield is currently 1,500kg of tea a hectare, but 5,000 kg/ha is becoming quite common and 10,000kg is now possible. As countries replace bushes that can be anything up to 100 years old, they are tending to replant with clones.

"Tea is there and it's very important crop for a number of countries," says Mr Dilyd Lewis, director of the UK's Tea Council. "And there's no doubt that surpluses play havoc with the market."

"Many tea producers are in real trouble because of the money they

are not getting for their tea," he says. "Tea cannot be stored. You cannot drive out of it like you can other crops."

"Once they've planted, producers are entirely at the mercy of the market."

Mr Lewis stresses that "one of tea's great strengths is its homogenous nature... its totally natural and you brew it in the same way wherever you are in the world. This is what allows us to promote it in a generic way."

"Tea warms you and cools you, its refreshing and it's good for you, it comes from the Third World and it's ecologically sound. Any other product with those qualities would be peddling itself like mad."

## COMMODITIES PRICES

## BASE METALS

LONDON METAL EXCHANGE

(Prices from Amsterdam Metal Trading)

ALUMINIUM, 99.99% (per tonne)

Close 1470-80 1470-80

Previous 1470-80 1470-80

High/Low 1470-80 1470-80

AM Official 1470-80 1470-80

Vat close 1470-80 1470-80

Open int. 241,384 241,384

Total daily turnover 52,401 52,401

ALUMINIUM ALLOY (per tonne)

Close 1250-60 1250-60

Previous 1250-60 1250-60

High/Low 1250-60 1250-60

AM Official 1250-60 1250-60

Vat close 1250-60 1250-60

Open int. 3,019 3,019

Total daily turnover 293 293

LEAD (per tonne)

Close 770-80 770-80

Previous 770-80 770-80

High/Low 770-80 770-80

AM Official 770-80 770-80

Vat close 770-80 770-80

Open int. 781 781

Total daily turnover 805,785 805,785

NICKEL (per tonne)

Close 770-80 770-80

Previous 770-80 770-80

High/Low 770-80 770-80

AM Official 770-80 770-80

Vat close 770-80 770-80

Open int. 32,731 32,731

Total daily turnover 7,245 7,245

ZINC (per tonne)

Close 770-80 770-80

Previous 770-80 770-80

High/Low 770-80 770-80

AM Official 770-80 770-80

Vat close 770-80 770-80

Open int. 42,511 42,511

Total daily turnover 13,540 13,540

TIN (per tonne)

Close 8150-80 8150-80

Previous 8150-80 8150-80

## Precious Metals continued

GOLD COMEX (100 Troy oz.; \$/troy oz.)

Close 384.2 -0.2 384.2

Previous 384.2 -0.2 384.2

High/Low 384.2 -0.2 384.2

AM Official 384.2 -0.2 384.2

Vat close 384.2 -0.2 384.2

Open int. 28,527 28,527

PLATINUM NYMEX (50 Troy oz.; \$/troy oz.)

Close 582.4 +0.8 582.4

Previous 582.4 +0.8 582.4

High/Low 582.4 +0.8 582.4

AM Official 582.4 +0.8 582.4

Vat close 582.4 +0.8 582.4

Open int. 1,291 1,291

Total daily turnover 12,941 12,941

PALLADIUM NYMEX (100 Troy oz.; \$/troy oz.)

Close 120.8 +0.1 120.8

Previous 120.8 +0.1 120.8

High/Low 120.8 +0.1 120.8

AM Official 120.8 +0.1 120.8

Vat close 120.8 +0.1 120.8

Open int. 1 1

Total daily turnover 1 1

SILVER COMEX (5,000 Troy oz.; \$/troy oz.)

Close 511.3 +1.0 511.3

Previous 511.3 +1.0 511.3

High/Low 511.3 +1.0 511.3

AM Official 511.3 +1.0 511.3

Vat close 511.3 +1.0 511.3

Open int. 22,698 22,698

Total daily turnover 22,698 22,698

CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

Close 20.3 +0.1 20.3

Previous 20.3 +0.1 20.3

High/Low 20.3 +0.1 20.3

AM Official 20.3 +0.1 20.3

Vat close 20.3 +0.1 20.3

Open int. 18,191 18,191

Total daily turnover 3,183 3,183

ZINC, special high grade (per tonne)

Close 997-8 1023.5-0

Previous 997-8 1023.5-0

High/Low 997-8 1023.5-0

AM Official 997-8 1023.5-0

Vat close 997-8 1023.5-0

Open int. 117,125 117,125

Total daily turnover 117,125 117,125

LME ALUMINIUM C/S ratio: 1.5410

LME CLOSING C/S ratio: 1.5417

Spot 1.5419 3 mths 1.5410 6 mths 1.5414 12 mths 1.5423

HIGH GRADE COPPER (COMEX)

Close 101.20 -1.90 101.20

Previous 101.20 -1.90 101.20

High/Low 101.20 -1.90 101.20

AM Official 101.20 -1.90 101.20

Vat close 101.20 -1.90 101.20

Open int. 164 164

Total daily turnover 1,704 1,704

COPPER, grade A (per tonne)

Close 2050-6 1975-0

Previous 2050-6 1975-0

High/Low 2050-6 1975-0

AM Official 2050-6 1975-0

Vat close 2050-6 1975-0

Open int. 203,203 203,203

Total daily turnover 203,203 203,203

LME ALUMINIUM C/S ratio: 1.5410

LME CLOSING C/S ratio: 1.5417

Spot 1.5419 3 mths 1.5410 6 mths 1.5414 12 mths 1.5423

HIGH GRADE COPPER (COMEX)

Close 101.20 -1.90 101.20

Previous 101.20 -1.90 101.20

High/Low 101.20 -1.90 101.20

AM Official 101.20 -1.90 101.20

Vat close 101.20 -1.90 101.20

Open int. 164 164

Total daily turnover 1,704 1,704

COPPER, grade A (per tonne)

Close 2050-6 1975-0

Previous 2050-6 1975-0

High/Low 2050-6 1975-0

AM Official 2050-6 1975-0

Vat close 2050-6 1975-0

Open int. 203,203 203,203

Total daily turnover 203,203 203,203

LME ALUMINIUM C/S ratio: 1.5410

LME CLOSING C/S ratio: 1.5417

Spot 1.5419 3 mths 1.5410 6 mths 1.5414 12 mths 1.5423

HIGH GRADE COPPER (COMEX)

Close 101.20 -1.90 101.20

Previous 101.20 -1.90 101.20

High/Low 101.20 -1.90 101.20

AM Official 101.20 -1.90 101.20

Vat close 101.20 -1.90 101.20

Open int. 164 164

Total daily turnover 1,704 1,704

COPPER, grade A (per tonne)

Close 2050-6 1975-0

Previous 2050-6 1975-0

High/Low 2050-6 1975-0

AM Official 2050-6 1975-0

Vat close 2050-6 1975-0

Open int. 203,203 203,203



## INTERNATIONAL CAPITAL MARKETS

## US and Germany hit by strong economic data

By Richard Lapper,  
Capital Markets Editor

US and German bonds fell yesterday following fresh data indicating a pick-up in economic growth in both countries. "Both economies are beginning to look much stronger than the market was factoring in at the start of the year, and that is negative for rates at the long end," said Mr Michael Burke, senior economist at Citibank in London.

In spite of weakness in core markets, convergence trades were very much in vogue, with Italian, Spanish and Swedish bonds outperforming.

In the US, Treasuries slipped back in early trading after the Philadelphia Federal Reserve Bank's business index for June showed a pick-up in activity. New orders and input prices were up sharply. Wednesday's "beige book" had showed the economy was growing at a moderate pace and signs of

tightness in the labour market. By midday in New York, benchmark two-year Treasury notes were down by 1/8 at 98 1/8. Benchmark 30-year paper fell by 1/8 to 85 1/8. In Chicago the September T-bond futures contract but was trading at 106 1/8, by the London close, down 1/8.

Market expectations about slower German monetary growth were disappointed, with May M3 rising by 10.5 per cent on a year-on-year basis, compared with 11.9 per cent in April. Many analysts had expected growth to be in single digits and bond prices fell as a result.

"The market got way too optimistic about what it was looking for," said Mr Burke. "People were hoping that the figure would reverse the trend towards higher short-term rates. It has actually reinforced it."

In the cash market, yields on the benchmark 10-year bond rose by 1 basis point to close at

6.66 per cent. On Liffe, the September bond future lost nearly a fifth of a point to close at 94.80.

## GOVERNMENT BONDS

3.73 per cent by the end of the year, compared with current levels of 3.5 per cent.

European high yielding markets had another good day. Helped by buying on speculation that Italy could rejoin the European exchange rate mechanism as early as this week-end, prices rose sharply across the curve.

Expectations that the June CPI would fall below 4 per cent were strengthened by a further batch of provisional price data from Italian cities, increasing

the prospect of an imminent cut in interest rates.

By the close in London the 10-year yield spread over Germany had narrowed by 8 basis points to 288 points. On Liffe, the September BTP future rose 0.36 to settle at 115.95. Italian money market contracts also moved sharply higher, with the September contract up 0.10 to 92.10 and the December contract up 0.12 to 92.35.

Mr Mark Fox, chief European strategist at Lehman Brothers, said developments were leading to a re-evaluation of the traditional view that "you need a favourable bond market for convergence to occur".

Mr Fox said that "given time, there is no reason why spreads will not go substantially lower than 250 basis points". Another analyst said that with progress being made on inflation and interest rates already priced into the market, "the momentum behind Euro" was the main factor driving Italian prices higher.

"People buying Italy are buying Euro [European Monetary Union] with a high yield," she explained.

Elsewhere, Sweden and Spain were beneficiaries of the same trend. A cut by 75 basis points in lending and discount rates gave an additional fillip to the Swedish market. Swedish 10-year yield spreads fell by 8 basis points to 169 points. Spanish spreads over Germany also came in by 8 basis points to 241 points.

UK gilts ended the day little changed. The September long gilt settled at 104 1/8, down 1/8. The French market also slid lower, with the September Notional contract settling at 120.85, down 0.12.

J.P. Morgan is to add Finland to its government bond index, following a rise in over-which is set to reach benchmark status in September. Foreign investors now hold between 33m and 40m of an outstanding \$45bn in local

currency-denominated debt.

Foreign currency debt amounts to some \$40bn, according to Mr Karl Nars, director of finance. Almost all the local currency-denominated debt has been acquired since 1992, with interest in the market increasing as a result of the country's economic recovery and admission to the European Union last year.

Finland is expected to join the ERM later this year and is a possible candidate for membership of the European Monetary Union in its first stage.

Ten-year yield spreads over Germany have contracted to about 80 basis points compared with more than 300 points early last year. Mr Nars said that Finland planned to issue between \$5bn and \$8bn in marks bonds this year, including a new 10-year issue which is set to reach benchmark status in September.

## India eases rules on GDR issues and borrowing

By Mark Nicholson  
in New Delhi

India's finance ministry has relaxed the rules governing local companies' issuance of Global Depositary Receipts on the international markets and for foreign currency borrowing. The aim is to make it easier to raise finance for infrastructure projects.

The moves highlight the new United Front government's determination to encourage investment in sectors including power, oil exploration, telecoms, transport, ports and roads. Mr P. Chidambaram, finance minister, has stressed the need to raise up to \$200bn for such infrastructure in the next five years.

The new regulations will also permit greater use of foreign-raised funds for local currency purchases and investments.

Bankers praised the changes, saying that in many cases they codified what was already informal practice. "It is a welcome attempt to ratify many widely-accepted measures. It will certainly assist foreign borrowing for many institutions," said Mr Dominic Price, head of Indian capital markets at Lloyds Capital Markets, a joint venture with Paribas.

For GDRs, the modifications remove the limit on the number of such issues any single company or group of companies can make in each fiscal year. They retain the requirement for most companies that they have a "consistent track record of good performance" for three years prior to an issue, but would waive that rule for companies seeking issues to finance infrastructure projects.

The changes also liberalise the end-use of receipts from GDRs to include financing cap-

ital goods imports, domestic capital expenditure, repayment of earlier borrowings, approved investments abroad and equity investments in joint ventures.

Use of such funds for property or stock market investments remains barred.

Indian companies had raised more than \$5bn through 64 issues of GDRs or foreign currency-denominated convertible bonds up to the end of last year since they were first permitted in 1993. The euro-issue market tailed off considerably in the coming months.

For external commercial borrowings, which include direct borrowing in foreign currencies, buyers and suppliers' credits and securitised instruments, the government has reduced the required average maturity for loans exceeding \$15m from seven to five years for infrastructure projects.

This follows widespread complaints that the previous rules proved difficult for financing such deals as new telecoms projects. Indian financial institutions can also now borrow on five-year terms.

The rules will also for the first time allow funds from external commercial borrowing, for use in infrastructure projects only, to be used for local expenditure.

India places an overall cap on external commercial borrowing, seeking to balance foreign currency commitments with the financing needs of local industry, and bearing in mind the country's total foreign debt, which is now standing at almost \$100bn.

Last year's cap of \$5bn was informally increased to \$4.2bn. The present government is expected to set a cap of \$7bn for the current fiscal year, ending next March.

## Spain securitises nuclear debt

By David White in Madrid and  
Conner Middlemann in London

Spain yesterday completed its ambitious Pta715bn securitisation of nuclear moratorium debt, clearing the debts of Spanish electrical companies related to mothballed nuclear power plants.

A syndicate headed by Banco Bilbao Vizcaya and Morgan Stanley was awarded the Pta715bn (\$1.68bn) international bond tranche, but Banco Central Hispanoamericano came out with the largest single share of the overall Pta715bn operation by being allocated 44 per cent of two syndicated bank loans making up the rest of the total.

The nuclear debt, the bulk of which has been carried until now by the private-sector Iberdrola group, resulted from a government decision in 1983 to

suspend the development of nuclear power plants under construction.

The four utilities affected by the moratorium are to receive up to 3.54 per cent annually of the billings for electricity consumption in compensation for

## INTERNATIONAL BONDS

the financing costs incurred. These cash-flow receivables are used to back the debt securities auctioned yesterday by the Spanish Treasury. The operation, which carries government guarantees and is zero-risk weighted for capital purposes, is the largest of its kind in Spain and the first securitisation of non-mortgage assets.

The BBV-Morgan Stanley group, which included Bear Stearns and savings banks

CajaMadrid and Bilbao Bizkaia Kutxa, with an offer of 6.7 basis points below three-month Tesoro Libor.

Elsewhere, Credit Libanais became the first Lebanese bank to access the eurobond market with \$60m of three-year bonds priced to yield 330 basis points over Treasuries and 60 basis points above the Lebanese government's outstanding dollar eurobond, which matures a year later. Credit Libanais is Lebanon's largest bank and is 97 per cent owned by the country's central bank.

Lead Merrill Lynch said the bonds were oversubscribed and traded up after they were freed to trade. "This was a successful test of investor demand for Middle Eastern credits following the Israeli elections," a Merrill Lynch official said.

Some 60 per cent of the bonds were placed with Leban-

owed to the UK government in connection with RJB's acquisition of the English assets of British Coal in 1994. Lead ERM reported strong demand from banks, many of which are familiar with the credit, having participated in a syndicated bank loan for RJB.

National Home Loans, the UK mortgage lender, issued \$242.5m of mortgage-backed floating-rate notes through HomeLoans, via J.P. Morgan.

Another mortgage-backed FRN issue was launched in dollars: \$476m for Merrill Lynch unit MLC Mortgage Investors.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Coupon	Yield	Price	Change	Yield	Price	Change
Australia	10.000	09/08	106.2500	+0.040	8.08	8.82	
Austria	8.250	09/08	98.5000	-0.340	6.92	6.82	
Belgium	7.250	09/08	102.7000	-0.080	6.88	6.80	
Canada	7.000	12/08	102.3100	-0.140	7.89	7.84	
Denmark	8.000	09/08	102.7500	-0.020	7.86	7.44	
France	5.750	09/08	99.5750	-0.130	5.77	5.54	
Germany	5.750	09/08	104.3100	-0.080	6.58	6.48	
Italy	8.000	09/08	101.0500	-0.010	8.68	8.60	
Japan	8.000	09/08	101.0500	-0.010	8.68	8.60	
Netherlands	8.000	09/08	101.0500	-0.010	8.68	8.60	
Portugal	11.875	09/08	117.6100	-0.210	8.58	8.04	
Spain	8.000	09/08	98.0500	-0.340	8.22	8.16	
Sweden	8.000	09/08	98.0500	-0.340	8.22	8.16	
UK Gilts	8.000	12/08	102.1250	-0.020	7.35	7.42	
US Treasury	7.500	09/08	98.0500	-0.080	7.28	7.42	
ECU (French Govt)	8.000	09/08	106.5100	-0.040	7.08	7.02	
London clearing	7.500	09/08	106.5100	-0.040	7.08	7.02	

## US INTEREST RATES

	Rate	Yield	Price	Change	Yield	Price	Change
12m	6.50	6.50	100.00	0.00	6.50	100.00	0.00
3m	6.50	6.50	100.00	0.00	6.50	100.00	0.00
6m	6.50	6.50	100.00	0.00	6.50	100.00	0.00
9m	6.50	6.50	100.00	0.00	6.50	100.00	0.00
12m	6.50	6.50	100.00	0.00	6.50	100.00	0.00

## BOND FUTURES AND OPTIONS

## France

## NATIONAL FRENCH BOND FUTURES (MATF) FV\$500,000

	Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	120.88	120.86	-0.02	120.92	120.86	147,424	
Jun	119.64	119.42	-0.12	119.68	119.36	15,811	
Dec	118.46	118.24	-0.12	118.46	118.20	1,821	

## NATIONAL LONG TERM BOND OPTIONS (MATF) FV\$500,000

	Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	120.88	120.86	-0.02	120.92	120.86	147,424	
Jun	119.64	119.42	-0.12	119.68	119.36	15,811	
Dec	118.46	118.24	-0.12	118.46	118.20	1,821	

## UK Gilts Prices

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## CURRENCIES AND MONEY

## MARKETS REPORT

## German M3 fails to provide lead to markets

By Philip Gawth

The interest rate logjam in the US, Germany and Japan yesterday remained unresolved with the release of German M3 data failing to provide the fresh trading impetus the market was looking for.

Although the M3 figure came in slightly above expectations, it was not sufficient to have much impact on exchange rates which were confined to fairly narrow ranges. The dollar closed in London at DM1.5244, from DM1.5207. Against the yen it finished at ¥108.240, from ¥108.135.

In an otherwise quiet trading day, there was some excitement when a rumour circulated about the departure from the Japanese Ministry of Finance of Mr Eisuke Sakakibara, the official most closely linked to a strong dollar policy.

Apart from German M3, the main interest in Europe involved the Czech koruna, following the Czech National

Bank's surprise decision to announce an aggressive tightening of monetary policy.

The largest price movement involved the Swedish crown which rose to a 3 1/2 year high against the D-Mark after the Riksbank cut the interest rate corridor by 75 basis points. It reached an intra-day high of SKr4.333, before finishing at SKr4.345, from SKr4.365.

Sterling was confined to very narrow ranges, finishing at DM2.35, from DM2.3476. Against the dollar it closed at \$1.5416, from \$1.5438.

The 10.5 per cent growth in German May M3 was sufficiently above market consensus expectations to make any near-term cut in the repo rate unlikely. But analysts at Salomon Brothers in London said the low prospective public sector was agreement should encourage Bundesbank confidence about inflation prospects and improvement in the public sector deficit.

They added that the possibility of a single-digit M3 figure in June might provide the prelude for a small fall in the repo rate ahead of the Bundesbank's summer recess.

Some observers believe the Bundesbank wants to keep the repo rate in reserve in order to combat unwanted bouts of D-Mark strength.

Arguably more noteworthy for the dollar were developments in Japan where Mr Sakakibara, at a press conference, repeated the party-line on the dollar - that current foreign exchange levels reflect economic fundamentals, and show a strong chance of a higher dollar.

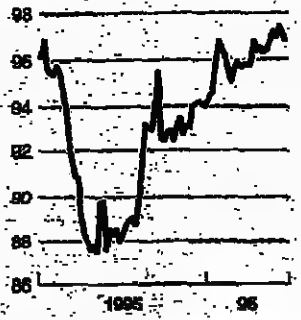
More noteworthy were rumours of his resignation. Mr David De Rosa, a director of

foreign exchange at SBC Warburg in New York, said: "The market has Bank of Japan policy under the microscope with respect to a pre-emptive strike against inflation through higher interest rates."

He noted that there was "tremendous volatility in dollar/yen whenever there is a rumour that Japanese authorities might raise rates."

## Dollar

Trade-weighted index



Source: E-Data

Mr Sakakibara said Japan was not in a situation to change monetary policy, but this statement was overweighed for a while by the perception that if he was going, this could mark the end of Japan's preference for a strong dollar policy.

The market was doubly surprised by the Czech National Bank. First, although a tightening in minimum reserve requirements was expected, the market thought the rate would rise to around 10 per cent, from 8 1/2 per cent. Instead it rose to 11 1/2 per cent.

The second surprise was that the authorities then went on to raise the official rates, with the discount rate going to 10 1/2 per cent, from 9 1/2 per cent, and the Lombard rate moving to 14 per cent from 12 1/2 per cent.

Mr Steve Jennings, analyst at Banque Indosuez in London, said the CNB's action appeared to be a pre-emptive strike against the prospect of higher

inflation.

Currency markets responded positively, if cautiously, to the initiative which should increase the Czech koruna's yield differential over the koruna basket. The market index went from around 10 basis points under the mid-rate to about 30 basis points above it - a move of only 0.4 per cent.

The koruna has depreciated by about 5 per cent against the dollar this year, while appreciating by around 2 per cent against the D-Mark.

Analysts at UBS in London expect this pattern to continue for the rest of the year, with the koruna weakening to K237.8 against the dollar, while staying unchanged against the D-Mark.

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## POUND SPOT FORWARD AGAINST THE POUND

Jan 20	Closing mid-point	Change on day	1 day forward	1 month forward	3 months forward	6 months forward	1 year forward	Bank of England
Europe	10.5392	+0.0171	301 - 488	15.5484	18.4910	18.508	2.3	10.47
Australia	10.5392	+0.0171	301 - 488	15.5484	18.4910	18.508	2.3	10.47
Belgium	10.5392	+0.0171	301 - 488	15.5484	18.4910	18.508	2.3	10.47
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Source: Reuters. Forward rates are quoted for 12 months. All rates are subject to change without notice. Bank of England rates are subject to change without notice. All rates are subject to change without notice.

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Jan 20	Closing mid-point	Change on day	1 day forward	1 month forward	3 months forward	6 months forward	1 year forward	JP Morgan
Europe	10.5392	+0.0171	301 - 488	15.5484	18.4910	18.508	2.3	10.47
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## CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES									
Jan 20	SPY	DAX	FTSE	DM	SE	L	PI		
Belgium	(SPY) 100	18.71	14.48	4.689	2.010	4660	5.435		
Denmark	(DAX) 83.94	10	8.804	2.597	1.074	1915	9.908	1	
France	(FTSE) 60.58	11.26	10	3.946	1.220	2871	3.904	1	
Germany	(DAX) 20.58	3.81	3.991	1	0.510	1077	1.120	40	
Ireland	(PI) 8.16	8.16	8.16	2.418	0.382	2708	1.708		
Italy	(L) 2.942	0.382	0.357	0.098	0.041	100	0.111	1	
Netherlands	(PI) 18.37	3.437	0.028	0.058	0.388	886.0	1		
Norway	(DAX) 40.07	5.996	7.020	2.338	0.968	1268	1.177		
Portugal	(SPY) 32.67	3.747	3.747	0.000	0.000	0.000	1.000		
Spain	(PI) 24.45	8.575	4.689	1.168	0.491	1167	1.231		
Sweden	(DAX) 47.37	5.834	7.804	2.310	0.932	2918	2.879		
Switzerland	(SPY) 28.01	1.679	1.420	1.212	0.382	1077	1.120		
UK	(PI) 8.16	8.16	8.16	2.418	0.382	2708	1.708		
USA	(DAX) 22.94	4.289	3.780	1.118	0.481	1125	1.248		
Canada	(L) 31.36	5.959	5.187	1.248	0.893	1398	1.708		
Japan	(PI) 29.98	5.022	4.614	1.430	0.518	1476	1.878		
Taiwan	(PI) 72.54	7.254	7.415	1.982	0.738	1908	2.150		

Source: Reuters. French Franc, Norwegian Krone, and Swedish Krona per 100 Belgian Franc, Yen, and Deutsche Mark.











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## OFFSHORE AND OVERSEAS

## BERMUDA (SIB RECOGNISED)

Fund Name	Unit Price	Change
Fidelity Currency Funds Ltd	1.00	0.00
...	...	...

## BERMUDA (REGULATED)\*\*

Fund Name	Unit Price	Change
Bermuda Intl Investment Fund Ltd	1.00	0.00
...	...	...

## GUERNSEY (SIB RECOGNISED)

Fund Name	Unit Price	Change
Guernsey Intl Investment Fund Ltd	1.00	0.00
...	...	...

## GUERNSEY (REGULATED)\*\*

Fund Name	Unit Price	Change
Guernsey Intl Investment Fund Ltd	1.00	0.00
...	...	...

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...	...	...

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...	...	...



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## LONDON STOCK EXCHANGE

## MARKET REPORT

## Decline in share prices gathers momentum

By Steve Thompson,  
UK Stock Market Editor

It was more of the same for London's stock market yesterday, with the leading stocks drifting back in relatively light trading and ignoring the latest takeover developments in the utilities areas of the market.

Burdened by a disappointing performance by the Footsie future, in front of a series of expiries in the derivatives markets, the FT-SE 100 index delivered its third straight decline, closing a net 25.7 lower at 3,727.5.

"The market has been hit by a serious bout of nerves ahead of the expiries tomorrow," said one mar-

ketmaker, although he said the market may well stabilise after the action takes place in mid-morning.

The second line stocks mostly fared better than the leaders, with the FT-SE Mid 250 finally 5.3 off at 4,449.8, thanks to widespread gains across the water and electricity sectors as Scottish Power launched an increased offer for Southern Water.

The damage to the FT-SE 100-share index would have been more severe but for a mid-session jump in Southern Electric shares after the company said it would allow its offer for Southern Water to lapse. Specialists said Southern would probably shift its sights elsewhere in the sector, with Wessex and

Thames the likeliest new targets.

The recs shares were additionally buoyed by recent talk that a couple of German M3 money supply figures which caused ripples of disappointment and which took the shine off bonds, gifts eased back, but stabilised just before the close to end the day a few ticks down.

Wall Street's good showing overnight and the utilities sector bid helped the Footsie get off to a reasonably firm start and post a rise of some three points.

But that gain was wiped out within minutes and the Footsie never looked capable of clawing its way back from another disappointing performance.

US markets opened yesterday

cent on the month and 10 per cent on the year. Coming in the wake of German M3 money supply figures which caused ripples of disappointment and which took the shine off bonds, gifts eased back, but stabilised just before the close to end the day a few ticks down.

Wall Street's good showing overnight and the utilities sector bid helped the Footsie get off to a reasonably firm start and post a rise of some three points.

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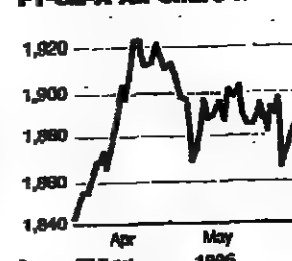
afternoon in pretty good shape, after a series of economic data. But not even an early 10-point rise by the Dow Jones Industrial Average brought any relief to a jaded London market.

Turnover at 6pm totalled 768.2m shares, with non-FT-SE 100 stocks accounting for 58 per cent of the overall figure.

Customer business on Wednesday was a surprisingly high 52.17m, the best so far this week. Dealers said the figure was boosted considerably by two programme trades.

The session's two newcomers, Pace Micro Technology and City Technology, both made bright

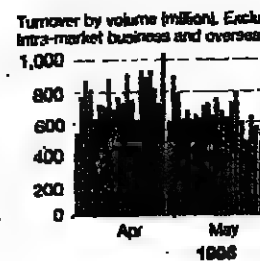
## FT-SE-A All-Share Index



Index	Value	% Change
FT-SE 100	3727.5	-25.7
FT-SE Mid 250	4449.8	-5.3
FT-SE-A All-Share	1873.57	-8.98
FT-SE-A All-Share yield	3.85	3.82

Best performing sectors	% Change
1 Water	+0.7
2 Electricity	+0.4
3 Food Products	+0.3
4 Engineering	+0.3
5 Banks: Merchant	+0.2

## Equity shares traded



Index	Value	% Change
FT Ordinary index	2749.4	-19.5
FT-SE-A Non Fin p/e	16.82	16.87
FT-SE 100 Fut Jun	3723.0	-26.0
10 yr Gilt yield	8.14	8.14
Long gilts/equity yield ratio	2.18	2.21

Worst performing sectors	% Change
1 Telecommunications	-1.6
2 Gas Distribution	-1.5
3 Banks: Retail	-1.2
4 Electronic & Elec	-1.1
5 Insurance	-1.1

## Big block trade in Schroders

A big agency cross in Schroders at a substantial premium to the ruling market price produced a buzz of excitement in the financial sector of the market.

Some dealers, pointing to the shrinking of the UK merchant banking scene in recent years, put forward ideas about a potential bidder emerging for Schroders, while others speculated on the merchant bank's ambitious plans to expand its role in the UK and European securities industry.

A block of 750,000 shares changed hands, via the agency cross, at 1350p a share, compared with the then ruling share price of 1320p. The trades boosted turnover in Schroders to 1.6m shares, the third-highest daily total for three years.

Merchant banking specialists were sceptical about the takeover stories, and also about a vague rumour that Schroders was about to merge with Cazenove.

One analyst said the rarity value of substantial blocks of Schroders stock meant that institutions would always be prepared to pay a premium for a decent-sized line of stock. And he pointed out that the Schroder family, which controls around 50 per cent of the shares, would have to agree to any takeover.

Schroders ordinary shares closed 10 higher at 1320p and the non-voters 5 up at 1020p.

## Media heavyweight BSkyB

fell sharply on reports that Canal Plus, of France, and Bertelsmann, of Germany, were about to relaunch their joint venture talks.

Negotiations between the two and BSkyB, aimed at creating a European digital satellite television alliance, broke up acrimoniously earlier this year. "It is early days yet, and with pan-European operations anything could happen. But it does begin to look as if BSkyB is being pushed to one side," said a media analyst.

The shares came off 14 to 421p to end as the day's worst performing Footsie stock. Paper group Rexam retreated as analysts met with the management for the half-year trading round-up. The stock, which is due to fall out of the Footsie next month, relinquished 9 at 330p.

Utilities moved back to the centre of the stage as Scottish Power delivered a knock-out punch in its hotly contested battle with Southern Electric for Southern Water.

After much speculation earlier this week, Scottish Power signalled its determination to win control of Southern Water by tabling an increased and final offer of 1000p a share for its target.

Shares in the predator tumbled to a low of 301p on news of the improved offer, but started a mid-morning recovery on a combination of bargain hunting and talk that Southern Electric would soon announce an improved offer for Southern Water. They eventually closed a penny ahead at 312p after trade of 8m.

However, Southern Electric instead surprised the market

## by announcing it was pulling out of the race. Shares in the group moved steadily ahead following the announcement on a combination of relief that it had pulled out of the bid and speculation that it would soon announce a share buyback.

They closed 28 up at 702p, making the stock by far the best performing one in the Footsie.

A further rise was checked by a counter-rumour that Southern Electric may after all be on the look out for another bid target. And another story suggested that Southern could be target of a bid itself. Several US groups were also said to be keeping an eye on the UK utilities sector with a view to launching a takeover.

Big target Southern Water was the best performer in the FT-SE Mid 250 index after the shares jumped 26 to 1013p. The battle helped boost several other water issues. They included South West Water, up

13 at 656p, Wessex Water, where the shares advanced 7 to 345p, and Yorkshire Water, 9 better at 689p.

The first substantial research document on the Royal Insurance/Sun Alliance merger produced hefty falls in both stocks yesterday.

The insurance team at UBS published the note, recommending clients to sell both stocks, which fell 5 apiece, with Royals closing at 477p and Sun Alliance at 380p.

Pharmaceuticals group Zeneca was among those that managed to buck the poor market trend. The shares rose 10 to 1390p in trade of 3.4m after BZW upgraded the stock to a "buy" and also raised its current year profits estimate.

ICI tumbled 20 to 803p after BZW, one of the group's two brokers, downgraded its profits forecast. The UK investment bank is believed to have reduced its current year estimate by 130m to 280m and the following year's figure to 1.05bn from 1.15bn.

Cadbury Schweppes attracted keen interest as several brokers recommended the stock following meetings with the company. The shares edged up to 496p as heavy trading brought volume of 8.5m.

The list of brokers positive on the stock includes Chase Nicholas, which said the group's recent disposal had given Cadbury greater "financial flexibility".

Transport leader P&O steamed ahead smoothly following an upbeat trading statement from US cruise specialist Carnival. Cruising is likely to account for around 25 per cent of P&O's operating profits this year, and the US group reports very strong summer bookings. The stock added 3 at 506p.

Airports group BAA, hit lately by regulatory worries ahead of next month's review of landing fees, dipped 5p to a new 52-week low of 455p. SBC Warburg was said to have turned negative on the shares.

Electronics giant GEC came off sharply in above average volume in both the share market and the options pits.

There were no obvious pressure points. The group unveils results early next month, but the range of City earnings forecasts is relatively narrow, and few analysts expect anything but neutral news. The stock fell 5p to 354p in turnover of 10m. Traded options accounted for a further 3.4m equivalent.

There was keen interest in Pace Micro Technology, which moved to a strong premium on the first day of when-issued dealings. Floated at 175p, the stock rose to 220p before closing at 199p in 31m traded, the day's heaviest turnover.

Engineers figured prominently in the Footsie top 10, with Smiths Industries and TI pushed higher by Boeing's plans for increased production and Stebe gaining from hopes

for profits upgrades later this year.

The US aircraft giant plans to double output of its 737 commercial jetliner by 1998. As big parts suppliers, both Smiths and TI came in for strong demand. Smiths jumped 30 to 633p and TI rose 9 to 554p. Cobham put on 8 at 630p.

Analysts have returned from their visit to Siebe's US Forborne plants in upbeat mood. Foxboro, which accounts for some 20 per cent of group sales, is said to be expanding rapidly on high margins.

More than one broker claimed to have a profits upgrade for the group in the pipeline.

MARKET REPORTERS:  
Joel Kibson, Jeffrey Brown,  
Steve Thompson,  
Herjerd Kular.

LONDON RECENT ISSUES: EQUITIES

Issue	Price	Size	Yield
1000 F.P. 4.02	55	40	3.00
1000 F.P. 4.11	58	40	3.00
1000 F.P. 4.21	58	40	3.00
1000 F.P. 4.31	58	40	3.00
1000 F.P. 4.41	58	40	3.00
1000 F.P. 4.51	58	40	3.00
1000 F.P. 4.61	58	40	3.00
1000 F.P. 4.71	58	40	3.00
1000 F.P. 4.81	58	40	3.00
1000 F.P. 4.91	58	40	3.00
1000 F.P. 5.01	58	40	3.00
1000 F.P. 5.11	58	40	3.00
1000 F.P. 5.21	58	40	3.00
1000 F.P. 5.31	58	40	3.00
1000 F.P. 5.41	58	40	3.00
1000 F.P. 5.51	58	40	3.00
1000 F.P. 5.61	58	40	3.00
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## RECRUITMENT

JOBS: How the concept of elitism can be used in fast-track careers

## Promoting the stateless executive

Most societies have their military elites. Historically they have consisted of men who have been bred and trained to fight from childhood, who have been ready and willing to lay down their lives in service to an individual or cause, and who are therefore well positioned to reap the rewards of success in battle.

In different times and theatres, they were the Praetorian Guard, the Saxon housecarls or the Japanese Samurai. They were the knights who followed William the Conqueror and succeeded to the lands and titles of England and Wales. In some of these societies their ancestors are still powerful.

Traditionally business has been reluctant to promote elitism because it tends to set people apart and cause resentment among colleagues. The concept of the fast track, however, in which a few able young people are groomed for top jobs in accelerated promotion ladders, is well developed among some employers.

Research in the civil service has shown that those fast-track candidates who tend to perform most ably before their selection panels are usually consistently good performers throughout their careers. Another argument, though, suggests people develop at different rates and stages. Changing demands of the job may also favour different types of individuals who

have been rejected previously. One business remaining faithful to a system of elitism that sets apart a small cadre of executives is Hong Kong and Shanghai Bank. Peter Kirk, head of group compensation, gave delegates at the Price Waterhouse Europe International Assignment Services conference in Rome last week a rare glimpse of the support arrangements for the cadre who all carry the title, international officer.

The 370 international officers at HSBC are treated as very special animals indeed. Typically, they are recruited at the age of 25, using a rigorous selection procedure, and finish their careers at the age of 65. In the 30 intervening years they may be expected to carry out a series of unusual assignments in difficult locations.

They will act as "firemen" (some 97 per cent of them are men), moving quickly to fill a key role, whether it involves opening a branch in Azerbaijan or acting as a stopgap when a top executive falls ill. They usually head up country operations or supervise branch openings or projects in new areas.

They are not typical bank expatriates and their packages reflect this. Since they must move anywhere without notice, and because they move many times, they tend to be treated as "stateless executives". British international officers are even treated as expatriates when working in their home country.

The bank is not prepared to entertain some of the newer developments in expatriate arrangements such as accommodating the careers of officers' partners. The officers' packages include just about every benefit in the book. Housing, schools, medical insurance and club subscriptions are all taken care of. In developing countries their pay is deposited offshore and is always expressed as a net figure. Taxes are paid by the employer, pensions are given in a lump sum at the end of their career.

The package's generosity and the special status seem to pay off in retention rates. Turnover in officers is 2 per cent a year. Once an individual is recruited, he or she rarely drops out. Not surprisingly the majority of the bank's executive directors are former international

officers and the bank chairman has been consistently selected from their ranks. The international officers, therefore, tend to have the ears of senior management, says Kirk. "They are an elite population," he says. "They do seem a bit of a club. Elitism does not sit comfortably with many organisations but it works."

Each year the bank has applications from about 2,500 graduates for between 15 and 20 vacancies. The job tends to be highly structured with about 15 grades. Courses, business training and feedback sessions are held regularly and executives are put through assessment centres three times in their careers.

Kirk says the system is not perfect and might benefit from some changes, such as a reduction in grades. But the officer cadre has a powerful voice - and in spite of the requirement for adaptability, has proved highly resistant to such change. While the arrangements clearly suit the elite themselves, there must be a question over the way they are perceived by the rest of the

bank's employees. I wonder how it is viewed in the single-storey sheds that house First Direct, the telephone banking business set up by Midland Bank, the HSBC subsidiary. Dispensing with offices and status symbols, First Direct has pioneered a management style that might be viewed as an antidote to elitism. That may demonstrate what a broad church the HSBC has become. Alternatively the differences in cultures between HSBC and Midland may be storing up personnel problems for the future.

The HSBC international officers are beginning to move into Midland. There, the system is still viewed with suspicion by some staff. One employee described the career of an international officer like this: "Effectively you are signing your life away. They seem to be looking for a certain type of person, not necessarily the leaders and innovators, but people who will toe the party line and preserve the HSBC way of doing things. It's like being in the army."

The comment does not seem entirely fair but it does suggest that the bank may need to review its

system so that it meets the increasingly competitive demands of international banking. The retirement age may be something the bank should look at revising upwards, although Kirk points out that the early retirement is an attractive feature of the package.

HSBC's multifaceted expatriate package is becoming rarer among many employers. Deutsche Morgan Grenfell, for example, is moving away from that model. It has needed to go out into the market for talent, taking some of the best teams and individuals from competitors.

After a hectic and acquisitive recruiting spree which has seen DMG take teams and individuals from many of its competitors, Harald Stoehr, personnel director, says one of the biggest challenges was merging different cultures.

His tactic for international assignments has been to reduce the expatriate package rather than enhance it. The cost-of-living allowance has been removed, the mobility premium reduced and the housing allowance now requires a 30 per cent contribution from the individ-

ual. "We do not distinguish between working in Germany and working in Western European countries," Stoehr says.

One problem is harmonising packages for expatriates from different home bases. For instance, the salary packages of British, US and German staff in Singapore vary widely. The US individuals tend to earn the highest amounts and the Germans the lowest. This is because expatriate packages are geared to salaries in home countries.

While their approaches are quite different, both banks face increasing problems handling the tax and social security arrangements of staff who are constantly on the move. "Some of the key players are international by nature and you can't define what their home arrangements are," says Stoehr.

This might suggest it is time for some international tax convention fixing a global rate and apportioning for individuals with no national home base. Dick Barrell, a senior manager with PwC's International Assignment Services, says: "This is a fairly recent development but the pressure is building for some sort of action because more and more companies are moving away from traditional assignments towards job packages which must have mobility built into them."

Richard Donkin

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A Whitehead Group PLC company

## Appointments Advertising

appears in the

UK edition

every

Wednesday &

Thursday and in

the International

edition every

Friday.

For information on

advertising in

this section

please call

Andrew Skarzynski  
on  
+44 0171 873 4054

Toby  
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on  
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Robert Hunt  
on  
+44 0171 873 4095

## european broadcasting union

based in Geneva



The EBU is an association of over 63 sound and television broadcasters serving countries throughout Europe and the Mediterranean Basin. The Union's mission includes the promotion of international programme exchanges and the management of the EUROVISION and EURORADIO networks on behalf of the Members.

To strengthen the position of the EBU Members in the increasingly diversified and competitive media market, the EBU is creating a new

### Strategic Information Service

The SIS will concentrate its efforts in three main areas:

- organize a flow of strategic information to monitor, interpret and, above all, to anticipate major market trends in the radio and television industry;
- capitalize on data already held by EBU Headquarters and the Member-organizations;
- digest information available on the media research market, pin-point the best studies and sources.

To launch this Service, we are looking for:

the **SIS Manager**  
and a **Media Analyst**

The **SIS Manager** will be aged around 40, will be a committed European, fluent in English and French and able to work in other major European languages also.

He/she will hold a Masters degree or equivalent and have extensive knowledge of the media market, especially in the economic and strategic fields. He/she will be a skilled research analyst, and a talented teamplayer and manager having the ability to get things done through the efficient deployment of interpersonal relationships.

The **Media Analyst**, reporting to the SIS Manager, will have a similar profile, but less experience. Aged around 30, he/she will be an accomplished statistician and computer user.

Applications should be sent to:  
Human Resources Manager, European Broadcasting Union,  
Case postale 67, CH-1218 Grand-Saconnex (GE), Switzerland.

## Skandia Life PEP Managers Limited Head of UK Sales



Our client, Skandia Life PEP Managers Ltd, established in 1993, is a subsidiary of the Skandia Group of companies which has operations in 100 countries and assets in excess of £17.5 billion. A talented investment professional is now sought to take nationwide responsibility for sales of the MultiPEP product and a new and exciting product due for launch this autumn.

To be considered for this position you must have at least five years experience of selling Unit Trusts and PEP's to intermediaries. You are highly motivated and ready to develop your sales career into a national sales role. Experience as a 'product champion' would be a distinct advantage as would a talent for public speaking.

Reporting to the General Manager in Southampton and based anywhere in the UK, you will work closely with the Skandia broker sales team to maintain and build on existing intermediary business. In addition you will also establish and service a small core of key investment intermediaries including stockbrokers throughout the UK.

The remuneration package includes a basic salary with a full range of benefits and an exceptional bonus scheme. To apply, please write in confidence, enclosing your CV (enclosing details of your basic salary and bonus earnings) quoting reference 1163 to Fiona Law, FLA Limited, 211 Piccadilly, London W1V 9LD. Tel: 0171 738 9732.



SEARCH SELECTION  
AND CONSULTANCY  
SERVICE

## FINANCIAL TRADER

£ HIGHLY COMPETITIVE

CITY

A privately owned investment company specialising in sophisticated trading models is seeking to expand its proprietary trading desk.

The ideal candidate will have a minimum of three years financial trading experience, a university degree in a related field and be highly numerate.

Send C.V. to Box A5882, Financial Times,  
One Southwark Bridge, London SE1 9HL

## Buy Side Equity Analyst

Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst

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Senior Buy Side Equity Analyst

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Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst

Senior Buy Side Equity Analyst



As the business of global financial services continues to change, Fleet Financial Group has become a preeminent player in the industry. Strengthened by solid business growth and key acquisitions, Fleet has emerged as the 10th largest bank in the United States with assets in excess of U.S.\$90 billion and 35,000 employees. Fleet is headquartered in Boston, Massachusetts and maintains offices internationally. In addition, with over 1,200 branches and 1,800 ATMs, Fleet manages one of the largest consumer branch banking franchises in the U.S., including the largest in the Northeast.

With a diversified product mix, Fleet has made a significant investment in technology and processing businesses to become a leading provider of financial services in the United States. Fleet is now well positioned to leverage its strength on the international front. Join us at Fleet, where the future of banking is taking shape.

### International Correspondent Banking Relationship Manager

London

This key London-based position will direct overall marketing efforts for the selling of credit and non-credit products to financial institutions in Europe. Primary emphasis will be on clearing, trade and operational services for correspondent banks. The successful candidate will have 10 years' banking experience in Europe, including significant experience in correspondent banking. Applications will be treated in the strictest of confidence. Please send your CV and salary requirements to Fleet Financial Group, c/o PA Advertising, 2 Caxton Street, London SW1H 0QJ, quoting reference RMI.



We are an affirmative action/equal opportunity employer M/F/D/V.

### Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski on  
+44 0171 873 4054  
Toby Finden-Crofts on  
+44 0171 873 3456

**INTERNATIONAL BANKING, IT & SETTLEMENTS**  
FX Marketing: Key role with plus  
Credit Analysis: P&L, M&C, Derivatives, 50-60k  
Fixed Income: C & U+ Users or Windows NT 30-50k  
Securities: UK, Japan 25k  
Candidates: Africa Team 6475 Kingston, London WC2E 6AJ  
Tel: 0171 831 6000 Fax: 0171 831 6022  
Email: info@comms.demon.co.uk

## Norwegian Analyst London

Kleinwort Benson is a leading international investment bank with a network of offices and a global client base. During 1995 Kleinwort Benson became a member of Dresdner Bank AG, one of Europe's leading financial services groups. The combined skills and resources of the two groups have created a leading force in international investment banking with a long-standing reputation for high quality research and powerful distribution.

As a leading player in the Scandinavian markets, we are looking for a well qualified and motivated Norwegian analyst to join our Scandinavian research team based in London. A minimum of 3 years experience in a broking or investment banking environment is expected, as well as a thorough understanding of the political and economic issues in Norway. Excellent bilingual verbal and written communication skills are essential as well as the ability to market effectively to clients. Additionally, experience of corporate finance work would be advantageous.

Candidates interested in applying for this position should send career details with a covering letter to Ms Gill Crofton, Personnel Department, Kleinwort Benson Limited, P.O. Box 560, 20 Fenchurch Street, London EC3P 3DB. The deadline for applications is 28 June 1996.

### Kleinwort Benson

Member of the Dresdner Bank Group

## senior tax attorney

### U.S. capital markets group

### london based, european travel

### top salary, bonus & car

We have an opportunity for a qualified Tax Lawyer with 5-10 years experience to take responsibility for the fast growing financial trading businesses of a U.S. multinational.

Based at the European regional head office in London, you will work closely with operations throughout western, central and eastern Europe to maximise tax savings and optimise international tax and legal structures for the U.S. parent company.

We're interested in talking to candidates currently in the \$100-150,000 range, with a proven track record of success in U.S. tax and financial markets taxation law. Someone with the potential to lead a small team of qualified Tax Lawyers would be ideal.

We have current opportunities for Tax Lawyers & Treasurers across central, western and eastern Europe. Email: [farn@netbenefit.co.uk](mailto:farn@netbenefit.co.uk) (Preferred CV format Word 6.0). Visit our Web Jobs at <http://www.farnwilliams.co.uk>

Reporting to the U.S. based VP of Tax Planning and to the Controller, Europe in, London, key responsibilities will include:

- Working with the Financial Markets Group on cross-border trading opportunities
- Contributing to European strategic tax planning and interface with U.S. tax planning

Travel of around 40% throughout Europe and the demands of a dynamic and constantly changing market place make this role a big challenge. Meeting this challenge will open up excellent opportunities globally in any of the companies product lines. Ref: FW507/1

We have current opportunities for Tax Lawyers & Treasurers across central, western and eastern Europe. Email: [farn@netbenefit.co.uk](mailto:farn@netbenefit.co.uk) (Preferred CV format Word 6.0). Visit our Web Jobs at <http://www.farnwilliams.co.uk>

FARN WILLIAMS

Please send CV to Farn Williams, Diamond House, 37-38 Hatten Garden, London EC1N 6FW Tel: (44) 171 404 4089 Fax: (44) 171 404 4088

## REAL-TIME FRONT OFFICE TRADING SYSTEMS CONSULTANT

to £60,000 + benefits

INTERNET leads the way in banking systems by providing solutions to the world's major banks. Open Link is a new product covering Treasury, Capital Markets, Derivatives, Commodities and Risk Management in a client/server environment to offer all the capabilities required by Trading, Management, Sales, Operations and Accounting. Open Link is a highly evolved system that fully and powerfully meets the needs of today's global financial community.

INTERNET has set up a new team to launch Open Link in Europe, and a Consultant is now required to work closely with clients at the practical implementation stage.

As part of the team, you will lead our client organisations through the analysis and interpretation of their requirements, and the fulfilment of those needs through the Open Link system. With responsibility for the success of the client's project, you will need to liaise effectively with the trading room management at the highest level to ensure their satisfaction.

A self-motivated and highly mobile individual, your relevant experience will have been gained either in a leading financial institution or in a specialist information systems company. Your experience will include:

- a knowledge of banking products, especially Derivatives and Risk Management theory
- front office installations
- project definition and management.

The successful candidate will need to travel extensively on a regular basis. This position commands an attractive, negotiable salary. Generous benefits include quarterly bonus, 25 days' holiday, medical and insurance package and an additional four week sabbatical after four years' service. Most importantly, you will be working in a small, highly-motivated team where your contribution will be highly valued.

Please write with full career details, including current salary, and quoting Job ref: OLCFC, to Employee Services - Europe, Internet Systems, Hollywood House, Church Street East, Woking, Surrey GU21 1HJ. Fax: 01483 740412.

**INTERNET**  
INTERNET SYSTEMS CORPORATION

Deloitte & Touche is part of the international network Deloitte Touche Tohmatsu International. We are one of the biggest and fastest growing professional services firms.

The consistently expanding Management Consulting Department is currently seeking highly qualified candidates for the positions of

### SENIOR MANAGERS

specializing in

- banking and finance
- different industry sectors
- corporate finance

The successful candidate will:

- have the willingness and capability to help create a market leadership for the consultancy practice;
- have a fluency in both Polish and English;
- have the ability to develop client contacts and deliver high quality work;
- be an excellent communicator;
- show drive and ambition for personal and professional development;
- be capable of taking independent decisions;

The Firm offers:

- employment in an international environment;
- training and development;
- opportunities for promotion;
- attractive compensation package, commensurate with your skills and responsibilities.

The above positions offer an outstanding opportunity for those who want to respond to the many challenges which are provided by the marketplace at its stage of development. If you are interested please send your CV and application letter addressed to:

Mr. Colin Wilks, Partner in Charge  
Management Consulting Department  
Deloitte & Touche  
ul. Grzybowska 80/82  
00-844 Warszawa

### EMERGING MARKETS

We, as a leading International Money Broker, are looking for an individual to join our Emerging Market Department specialising in Central and Eastern Europe.

The ideal applicant should have a sound knowledge of the Foreign Exchange and Derivative markets. Obviously fluency in the language of the Czech and Slovakian Republics and English language is essential, as is an enthusiastic attitude and outlook towards this emerging market region.

Write to Box A5881, Financial Times, One Southwark Bridge, London SE1 9HL

### DIRECTOR OF FINANCE

A major medical specialty association located in Washington, D.C. seeks a highly qualified individual for the position of Director of Finance, to direct and administer the financial affairs of the association. The Director's responsibilities include managing and supervising the Division of Finance, which includes the Accounting Department, investment portfolio, pension plan, budget, and related activities. The Director reports to the Executive Director and is the principal contact for the Treasurer of this 34,000 member association.

Qualifications include Certified as a Public Accountant (CPA), 8 to 10 years of responsible management and accounting experience in a not-for-profit organization with a budget in excess of \$15 million per annum, experience administering budget and retirement plans, and demonstrated excellence in interpersonal and communication skills. We prefer an individual who has been Director of Finance (or similar position) for a professional society or association in the health care industry, and who is familiar with American Fundware Software.

We offer a very competitive salary and benefit plan. Interested and qualified individuals should send their resume to:

The American College of Obstetricians and Gynecologists  
409 12th Street, SW  
P.O. box 96920  
Washington, DC 20090 6920  
Attn: C Winston

### TA SECURITIES BERHAD

We require experienced salespeople for our Kuala Lumpur office. The successful candidate(s) must have an established institutional client base as well as the knowledge of the Malaysian stockmarket.

Please reply to James Hay or Choong Khuan Hock by:  
Tel: (603) 202 4920/201 2853  
Fax: (603) 202 5048  
Post:- Institutional Dealing & Research Division  
29th Floor, UBN Tower Jalan P Ramlee  
50250 Kuala Lumpur  
All applications will be treated in the strictest confidence

## Derivatives Broker - European Clients

### Excellent Remuneration

To specialise in cross currency basis swaps. Based in the City of London serving European-wide client base. Must be French speaker.

For an immediate interview please contact Nigel Haworth. Tel: 0171 236 2400 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Fax: 0171 236 0316.

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**FAREAST BASED ENTREPRENEUR,** running own successful business, extremely well connected in S.E. Asia. Prepared to undertake non-Executive position/consultancy for companies wishing to enter/develop Asian market for sale /manufacturing. Write to Box B4576, Financial Times, One Southwark Bridge, London SE1 9HL

**MANAGER DESIGNATE** I require two well educated individuals (25-30) who want to be trained to fill management positions within a successful and expanding private company. The career path will reward those who accept responsibility with the job satisfaction and financial gain they deserve. Call: DAVID WHEATLEY 0171 240 3310

### APPOINTMENTS WANTED

**MATURE TECHNICAL ANALYST** (P.D. 2.35) 15+ years experience of the analysis, modelling, mathematics, physics. Confirmed user of mathematical software: standard, Mathematica & Symbolica  
2-3 years' management: ideal relational skills, cultural and managerial (English, French, Hindi). Book-level appreciation of corporate trading transactions, pricing techniques, procedures & systems. Seeks challenging position within dynamic organisation.  
Tel: 0445 1865 5402 or write to Box A5881, Financial Times, One Southwark Bridge, London SE1 9HL

**PRIVATE BANKING/ FINANCIAL MARKETING** MILAN, LUGANO  
Manager, 11 yrs Marketing and Sales experience in Multinational Advertising Agency, Bank, Companies. Seeks a challenge in a Financial Institution. Please Contact: Paolo 2.38107068 or email: [paolo@mboc.vol.it](mailto:paolo@mboc.vol.it)

## Corporate Communications Manager

Reporting to the Corporate Communications Director, his/her responsibilities will include:

- press relations in Europe in co-ordination with the team based in US and the Joint Venture's parent companies;
- creation and publication of external information materials;
- support of European part of global consultant relations programme;
- evaluation and implementation of sponsoring opportunities in Europe.

The successful candidate will be between 30 to 40 years old and will have a university degree with a minimum of 4 years experience in press relations in an international corporate environment.

The ideal candidate will be of English mother tongue and fluent in French and German, enjoy writing good texts, have political sensitivity and will be able to master complex situations and projects.

For this position, human openness, flexibility and adaptability to a multicultural environment, as well as outstanding communication skills are needed.

In return, this company offers an attractive salary package, as well as outstanding career opportunities in a fast growing organisation and industry.

We look forward to talking to you about a fascinating communication challenge, but please apply only when you are seriously interested and correspond to the criteria mentioned above.

Interested applicants can send their detailed curriculum vitae with photograph to our advertising agency, Universal Communication, chaussée de La Hulpe 154, 1170 Brussels, who will centralize and forward them confidentially. Please indicate on the envelope the reference nr 315.



## ACCOUNTANCY APPOINTMENTS

## Accounting Manager - Europe

## Generics Division of a global pharmaceutical company

£40,000 + Benefits + Bonus + Car

Heathrow

Bristol-Myers Squibb is a global organisation recording \$13.8 billion in worldwide sales and net earnings of \$2.6 billion for 1995. Its core businesses include pharmaceuticals, consumer products, nutritional and medical devices, all of which are represented by powerful product lines. Its vision is to be the pre-eminent global diversified health and personal care company, and has demonstrated its commitment to growth, productivity and a dynamic operating culture.

Bristol-Myers Squibb is investing to become a major player in the \$5 billion European generic drugs market which is experiencing 20% annual growth, and to date two acquisitions have been made.

The European Generics group now requires a high calibre finance professional to help structure their European Finance team. Reporting to the Director of Finance and Administration responsibilities will include:

- Preparation of internal and external financial reports for senior management, European Operations and Statutory requirements.

**Bristol-Myers Squibb Pharmaceuticals**

**HARVEY NASH PLC**

- Develop and implement financial controls over all aspects of the European business.

- Lead financial reporting and control effort during the development and roll out of an integrated system in the local generics market as sales efforts are launched.

Candidates will be graduate Accountants, with 3-5 years' PCE gained in a US Multinational. Excellent technical skills combined with commercial acumen, credibility and initiative are all required. You will also be capable of working independently in a constantly changing environment.

If you believe you have the initiative and skills for this challenging role then please write to our advising consultants, enclosing an up to date Curriculum Vitae, including daytime telephone number and salary details to Harvey Nash Plc, 13 Bruton Street, London W1V 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032) quoting reference number HNF139.

## European Auditors

## World class pharmaceutical and consumer products company

Packages from £30,000 to £40,000 + Bonus + Benefits

Heathrow

Bristol-Myers Squibb is a global organisation recording \$13.8 billion in worldwide sales and net earnings of \$2.6 billion for 1995. Its core businesses include pharmaceuticals, consumer products, nutritional and medical devices, all of which are represented by powerful product lines. The company has demonstrated its commitment to growth, productivity and a dynamic operating culture that is the platform for achieving its goal of becoming the pre-eminent global diversified health and personal care company. Following the regionalisation of its New York based audit team, a new European Audit Group has been formed. There is now an immediate requirement to staff this team with up to 5 professionals of varying degrees of experience. Reporting to the Head of European Audit, the work will include:

- Team based audits at Bristol-Myers Squibb's European Locations either in a lead or support capacity.
- Advice and assistance to operational management in the areas of internal control and good accounting practice, for example in the establishment or acquisition of a new business.
- Recruits should have the experience and interpersonal skills necessary to help shape, build and give credibility to this new group.

**Bristol-Myers Squibb Pharmaceuticals**

**HARVEY NASH PLC**

Candidates will be graduate ACA's, with between 2-6 years' PCE gained in one of the "Big 6". In addition to technical and intellectual excellence they will possess well developed interpersonal and communication skills, presence and integrity. Fluency in one other European language is preferable and also the cultural empathy necessary to operate effectively in the international arena.

The nature of the positions requires a certain amount of travel. These represent excellent opportunities to join a new and highly sponsored function within a world class organisation. They will provide the knowledge, expertise and scope for excellent career progression.

If you believe you have the required skill set, drive and appetite for one of these unique opportunities then please write to our advising consultants, enclosing an up-to-date Curriculum Vitae, including daytime telephone number and salary details to Harvey Nash Plc, 13 Bruton Street, London W1V 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032) quoting reference number HNF138T.

## INTERNATIONAL FINANCIAL CONTROLLER

"One of the fastest growing pharmaceutical manufacturers in the UK"

This new appointment represents one of those rare opportunities to join a company on a major growth curve. From £12m turnover to £100m by 2001 may seem ambitious, but this privately owned company is already a significant force in its field.

The company supplies a niche retail sector with both branded and own-label OTC pharmaceuticals via a manufacturing operation which is the focus of significant capital investment. Innovative in its strategy and very supportive to its customers, the company has a commitment second to none in new product development. International activity is underway in several European countries through JV's or wholly owned subsidiaries, with the USA and other markets being scheduled for 1997.

INTERESTED? THEN PLEASE FORWARD YOUR CURRICULUM VITAE, QUOTING REFERENCE 2755 TO DENNIS FIELDING, SCI SELECTION, FINLAND HOUSE, 56 HATMARKET, LONDON SW1Y 4RN TEL: 0171 930 6314 FAX: 0171 930 9539

Reporting to the Group Financial Director, who has a significant general management role, you will work alongside the UK Financial Controller and take responsibility for the overseas operations; group financial planning and budgets; the development and improvement of costing systems at current and new manufacturing plants and most of the liaison with lawyers on commercial, employment and property contracts. You will also work with the Financial Director on major new funding initiatives for group expansion.

A qualified accountant, you must have worked within manufacturing in pharmaceuticals, food or similar and be well versed in costing systems. Ideally you will be familiar with international operations and contractual issues.

This appointment has a West London location.

The future, with £100m by 2001, UK and international expansion plus diversification and acquisition, should provide challenges and opportunities in abundance.

**SCI SELECTION**

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International

Senior Auditors  
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To £50,000 + Car + Significant Benefits

Our client is a diverse \$4 billion international healthcare group which focuses on three main areas: Diagnostics, Therapeutics and Orthopaedics. With operating companies in over 40 countries world-wide and products sold in 150 countries, the group is well positioned to continue to achieve sustained growth in an increasingly competitive environment.

Three small, high-calibre teams perform audits world-wide. There is now a need to recruit two high quality audit professionals into the team which performs audits in Europe and the Pacific rim.

Key tasks will include:

- conducting and leading audits of operating companies which are designed to add value by recommending improvements to the overall management control process;
- seeking opportunities for improvement in the efficiency and effectiveness of systems and procedures;
- building positive relationships with operating company management, fostering an awareness and appreciation of control.

The ideal candidates are likely to be graduates with an appropriate accounting qualification and, due to the level of experience required, aged at least thirty. Audit experience will include substantial exposure to international business environments. This could have been gained within a progressive internal audit department or within the profession.

In addition to excellent technical auditing skills, candidates should possess a high degree of computer literacy. Computer audit experience and fluency in a second European language (preferably German) would be significant advantages. In addition, the ability to work independently and interface at senior management level is an important characteristic.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 545J on both letter and envelope, and including details of current remuneration.

**GKRS**

SEARCH & SELECTION  
CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820  
A GKRS Group Company

Vice President Finance  
(Europe)

Quorum is a multi-national company with operations extending throughout Europe, the USA and Asia. The Far East. It markets a wide range of personal security and personal care products through a dynamic, multi-level marketing business. The company, which has been in operation internationally for five years, is expanding rapidly through this fast growing method of distribution.

World-wide Headquarters are in Hong Kong with manufacturing plants in the region. The VP Finance (Europe) will report directly to the entrepreneurial company chairman and owner based in Hong Kong. Therefore candidates will ideally have some experience of operating in a Far Eastern environment and an understanding of the requirements of working for a privately owned company.

Reporting to the job holder will be financial controllers for individual European countries or regions. European financial experience is essential.

with full understanding of all financial control and accounting issues as well as knowledge of transfer pricing and corporate tax planning.

Located in Milton Keynes at the European Headquarters, the successful candidate will work alongside the Executive European Vice President as a key member of the strategic planning and senior management team. This is an outstanding opportunity to make a major contribution in a business that is growing strongly and has huge potential for expansion.

Salary negotiable, plus benefits.

Please write in confidence to Peter Dunn at:  
**Meridian Search & Selection**  
The Cloisters, 5 Kensington Church Street,  
London W8 4LD  
Tel: 0171 795 6633 Fax: 0171 795 6644

financial controller  
and commercial  
manager...

Private healthcare has become one of the fastest moving and most competitive businesses there is. PPP healthcare group intends to become the preferred choice for healthcare for all... for life. That means meeting a wider range of needs than most and providing a level of personal service that exceeds what our customers expect from us.

As part of the PPP healthcare group, Beaumont Nursing Care Centres is the country's leading provider of high quality private nursing and close care homes for the elderly. Presently, we have seven centres offering 300 bed places but in the next five years we expect to have another eighteen, bringing the total number of beds to 1,500. Already four new sites are under construction.

We're an unusually diverse challenge for a financial controller and commercial manager who'll join our top strategic management team, sharing responsibility for the general management of the business and for realising our business plans. You'll enjoy full financial responsibility for PPP Beaumont plc and its associated companies, including management accounting, payroll, tax affairs, budgeting, sales income, purchase ledger, statutory reporting, audit, financial modelling, accounting procedures, systems and training. You'll run all commercial management activities, especially the awarding and management of contracts, control IT systems and strategy, and act as our company secretary.

You'll need to be a qualified accountant, preferably with additional legal training or qualification. Experienced in all the areas we've already mentioned, you'll need to have strong business acumen, a hands-on approach and the interpersonal skills to lead a small, highly motivated team. An empathy with the business of caring for elderly people is essential.

Salary will be around £40k plus car and other benefits. You'll be based at our offices in High Wycombe. Please send your full cv to Peter Buckle, Human Resources and Quality Manager, PPP healthcare, Beaumont Nursing Care Centres, Prospect House, Crendon Street, High Wycombe, Bucks HP13 6LL.

Closing date for applications: Friday 28th June 1996. Initial interviews will be held between 4th and 11th July inclusive.

**PPP healthcare**

with you at every step™

The School of Oriental and African Studies (SOAS), the University of London, is Europe's leading centre of excellence for the study of Africa and Asia. The School has achieved significant growth in recent years.



and has instituted a number of innovative educational programmes. As a result of these developments, SOAS has created this new post to play a key role in the strategic and operational management of the School.

## The Position

- Ensure the finance function provides an effective budgeting process in terms of procedure, controls and planning.
- Address the management information needs of the senior management team, department heads and committees of the school.
- Direct the Human Resource function to provide an effective administration, recruitment, remuneration, and training function.
- Participate in special fund raising projects and initiatives.

## The Requirements

- Ideally a qualified accountant with substantial experience of financial management, modelling and control.
- A high degree of competence in strategic planning and professional management.
- Sound grounding in commercial operations, marketing and fund raising.
- Excellent communication and influencing skills with sensitivity to the goals of a high profile, academic institution.

Please send your CV with current salary details to: Ken Brotherton, K/F Associates, 252 Regent Street, London W1R 6HL.

quoting ref: 585178. Alternatively send by fax on 0171-412 0020 or e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

**K/F ASSOCIATES**

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London

## Finance Director

Exciting new start-up backed by one of the world's best-known consumer brands with long-term investment commitment from multi-million dollar parent and investors. New appointment to assist the Chief Executive in implementing an ambitious growth strategy by establishing a first-class finance function that meets the needs of a young, growing business. A highly strategic and commercial role with real opportunity to influence the performance and direction of this start-up venture in a creative, fast-moving environment.

## THE ROLE

- Working closely with the Chief Executive with full responsibility for setting up and developing the finance and IS functions, advising on a wide range of commercial as well as tax, treasury and funding issues.
- Providing a full financial service to the front end of the business, developing management information systems that focus on key performance indicators to support rapid growth and development.
- Key role in driving through the budgeting and planning process, representing the company's financial position to parent organisation and institutional investors. Evaluate potential acquisitions and investment in overseas expansion.

## THE QUALIFICATIONS

- Qualified accountant or MBA, age 30+ with blue-chip training and international experience. Successful track record in a fast-paced, consumer-branded or retail environment with strong operational controls.
- Previous involvement in a start-up venture a distinct advantage, together with familiarity with a cash managed business and demands of City investors.
- Strongly entrepreneurial and commercially orientated with the toughness and maturity to take on a significant challenge as part of a high calibre management team.

Leeds 0113 2307774  
London 0171 493 1236  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, 14 Grosvenor Place,  
London W1A 3AA



**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Head of Tax – FTSE 100

One of the top tax roles on offer in '96

Total package up to £175,000 London

**A UK success story & a world class player**  
FTSE 100; unparalleled international spread of business in our sector; acquisitive; key strategic alliances worldwide; everybody wants to do business with us.

**A pivotal role for our Head of Tax**  
Optimise the group tax position; facilitate the tax effective commercial operations of the Group; and act as a business adviser.

**A challenging agenda for year one**  
Start with a clean sheet of paper; get to grips with the complex structure and international scope of our business; undertake a comprehensive strategic tax review; look at the people and relative strengths of the in-house tax resources; provide input to all ongoing transactions; and undertake an international schedule of visiting our operations.

**A strong profile**  
The hard technical requirements are that you be particularly strong in UK, rest of Europe and Asia; have negotiated deals and completed deals; and can cope with virtually any permutation of joint venture/alliance. Beyond that, good US exposure, transfer pricing skills and strong relationships with the UK revenue will be helpful.

**An approach to tax that is...**  
...enthusiastic; powerful and persuasive; highly commercial; and constantly stretching those around you with the breadth of your ideas.

**A personal style that is...**  
...a polished communicator; a team player; practical; and a decision maker.

**A style that can flourish within...**  
...an unusually flat structure where the degree of autonomy/empowerment given to our managers and relative lack of bureaucracy combine to create an unusually friendly/open environment where colleagues are ready to listen and where you can have a real impact on the business.

**Put all this together and you have...**  
...one of the top tax roles on offer in '96. Your years of expertise (sector is irrelevant) have culminated in the maturity and wisdom that a role at this level demands – so it will suit a current Head of Tax looking to upgrade, a blocked/frustrated #2 or a partner in the accounting profession.

Our advisor, Hamish Davidson, is available on 0171 939 5312 for a discreet, confidential and informal discussion. Alternatively, write to him, quoting reference H/1652/FT, at:  
Executive Search & Selection,  
Price Waterhouse,  
No. 1 London Bridge,  
London  
SE1 9QL  
Fax: 0171 403 5265  
Email: Hamish.Davidson@Europe.notes.pw.com

*"Professionals ready for tomorrow's business challenges"*

### EUROPEAN FINANCE PROFESSIONALS

With revenues that have averaged over 50% growth in the last 5 years, our client is recognised as a dynamic front runner in the Information Technology Sector. This entrepreneurial Company is dedicated to strong corporate values and innovative product solutions. To support its high growth activity in the European region, opportunities now exist for ambitious and equally dynamic European Finance Professionals who can contribute in a broad business context.

Due to the high level of growth, the scope of appointments will range from newly qualified MBA/CPAs, or equivalent, up to Senior Management.

Finance is a key driver in determining the strategy and direction for the business; therefore, candidates will not only be accomplished communicators who enjoy influencing decisions and effecting change, but will possess the drive, energy, determination and resilience to adapt to the demands of a rapidly changing environment.

Successful candidates must be fluent in English and one or more additional European languages, be willing to travel or relocate within Europe, and demonstrate the tenacity, mental toughness and ambition to further develop their careers within this vibrant global Corporation.

Candidates wishing to be considered for these outstanding opportunities should send/fax their CV (in English) to our advising consultants Jane Storie or Mark Pochele at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY United Kingdom. (Fax 44 171 209 0001 or 44 171 813 9479).



### FINANCE DIRECTOR High Performance Fund Management

City

To £90,000 plus benefits including substantial bonus potential

With c.£300m under management and part of a major financial services group, our client is one of the best performing global offshore leveraged fund managers. Building on their existing expertise in fixed income, foreign exchange and commodity derivatives they are embarking on an ambitious plan to diversify into other related areas such as equities and emerging markets.

A Finance Director is sought to work closely with the joint Managing Directors in managing the growth and development of the business.

You will be responsible for supervising all aspects of administration including financial management, information technology, operations, tax, regulation and offshore administration. However, as the team is of good quality and the systems are efficient, the emphasis will be upon the wider strategic contribution that will be expected in terms of developing the structure of the business as it grows. An imaginative and commercial approach to technical issues will be combined with active participation in establishing new funds or potentially acquiring other companies.

Aged in your mid to late thirties, you will be a graduate qualified accountant with detailed experience of all facets of financial management, including tax and regulatory issues, within the investment management sector. Previous exposure to offshore fund management will be a distinct advantage.

However, being naturally more of a deal maker than a number cruncher you will possess a far wider range of operational management and corporate finance skills that will allow you to relate easily to marketing and business issues. Creativity and professional presence will be essential pre-requisites in what will be a very "hands on" and challenging environment. The rewards for success, both professionally and financially, will be outstanding.

To apply in strictest confidence, please write, quoting Ref: 131, enclosing a full CV to Tim Musgrave at The Bloomsbury Group, 2nd Floor, Bedford Chambers, Covent Garden, London WC2E 8HA, or alternatively telephone him on 0171 379 1100.

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The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 171 873 3456

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#### THE PERSON

#### THE PERSON

- ACA/CIMA/MBA with 1+ years PQE
- Age indicator 26 - 30
- International profile. Fluency in French advantageous
- Commercially astute. FMCG/retail exposure preferable
- Strategic capability; strong analytical and influencing skills
- Potential and drive to succeed in a demanding environment

Please contact our advising consultants Sharmila Sharon Parekh or David Howell on 0171 872 5544 or write enclosing your CV quoting ref Y245 to them at:

EXECUTIVE MATCH,  
1 Northumberland Avenue,  
Trafalgar Square,  
London WC2N 5BW.  
(Fax: 0171 753 2745)



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## Director of Internal Audit

US\$100,000 + Benefits Athens, Greece

This privately owned group of companies has interests throughout Europe and the Middle East with its headquarters in Athens. As a major and successful participant in its chosen areas of activity, businesses include shipping, oil trading, real estate, manufacturing and industrial services. With a strong commitment to business excellence and growth, and following a recent restructuring, they are now seeking a Director of Internal Audit.

This position will be based in Athens, but there will be some travel to operating companies. This is a senior appointment, reporting directly to the Managing Director and Audit Committee. With responsibility for 10 audit professionals, you will cover all aspects of internal audit including financial and operational controls and risks as well as computer audit.

We are seeking a Chartered or Certified Accountant (or recognised international accounting qualification), with at least 10 years post qualifying experience either within the profession or in a senior internal audit role in a major international and industrial company. You must be fluent in

both English and Greek and prepared to relocate to Athens (generous relocation assistance will be provided). You should have the credibility and professionalism to work effectively alongside operational managers throughout the group and the ability to coach and counsel in respect of controls and procedures.

This is a fascinating and challenging position within a prominent and very well regarded organisation. In addition to a negotiable salary, attractive benefits will be offered. If you are interested in pursuing an application, please send full CV and covering letter quoting reference D/0083 to our advising consultant, Mark Harshorne, at:

Executive Search & Selection  
Price Waterhouse  
19 Cornwall Street  
Birmingham B3 2DT  
England  
Fax: 0121 200 3464  
Email: Mark\_Harshorne@Europe.notes.pw.com

## Finance Manager

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High-profile, analytical role to champion cash-flow and working-capital management issues key to the future of this leading UK company.

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#### THE POSITION

- ◆ Liaise with Senior Management to provide key financial advice on £multibillion cash-flow and working-capital management. Lead initiatives to improve performance.
- ◆ Develop leading-edge models for forecasting and business planning. Oversee preparation of all cash flows for management and Treasury.

- ◆ Identify and communicate key performance indicators/benchmarks for working capital. Evaluate performance across business.
- ◆ Excellent longer-term career opportunities.

#### QUALIFICATIONS

- ◆ High-calibre graduate, qualified accountant – possible first move from profession.
- ◆ Experience in cash-flow forecasting and, ideally, treasury. Highly analytical with first-rate modelling skills.
- ◆ Excellent communicator. Self-motivated. Confident and proactive.

Please send full cv, stating salary, ref SL60607, to NBS, 7 Shaftesbury Court, Chiswick Park, Slough SL1 2ER



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Management Training Partnership plc was formed nine years ago and now employs 12 full time tutors based in the UK and the USA, where we have recently opened an office. We provide high quality tailored management training in finance, marketing and human resource development to over 50 major public companies throughout the world.

This growing demand for our services has created an opportunity for a full-time finance tutor to join our team of six qualified accountants. The role is likely to offer international travel and will involve the design and delivery of practical and highly participative training programmes in the following areas:

- financial accounting
- management accounting
- financial analysis
- investment appraisal

The successful candidate will have broad-based industry experience, a good appreciation of total business operations and the ability to work and communicate effectively at a senior level. They must be self-starting in a challenging and intellectual environment and be committed to the values of customer service and performance improvement. While desirable, previous training experience is not essential to an exceptional candidate.

To apply, please send your Curriculum Vitae to: Chris Goodwin, Director, Management Training Partnership plc, 3 Prebendal Court, Oxford Road, Aylesbury, Bucks. HP19 3EY

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## THE DEPARTMENT OF TRANSPORT

FINANCE DIRECTOR  
CIVIL AVIATION AUTHORITY

Part-Time - Average 2 days per week

Pro rata to circa £90,000 pa (negotiable)

London

The Civil Aviation Authority (CAA) is both a public service enterprise and a regulatory body. It has an income of £590 million per annum and employs some 6500 people, the majority in its subsidiary company, National Air Traffic Services Ltd (NATS). In addition to NATS the CAA comprises a Safety Regulation Group, an Economic Regulation Group and some central functions.

The Finance Director will be a member of the Board of the CAA and responsibilities will include:

- oversight of preparation of the CAA financial results and Annual Report and Accounts;
- provision of financial advice to the Board to enable it to carry out its statutory responsibilities;
- management of the Authority's central finance activities;
- being a non-executive member of the NATS Board.

We are seeking a fully qualified accountant, who has substantial experience as a finance director in a significant public or private sector organisation, ideally a leading publicly quoted company. Knowledge of public sector finance is desirable.

The appointment, which is likely to be of interest to candidates seeking a second career opportunity, is for an initial period of three years and is pensionable.

Interested candidates are invited, in complete confidence, to telephone Roy Blackwell or Andy Tindall at the Department of Transport, for further details. A full CV should be submitted to Roy Blackwell at the Department of Transport, Zone 2/33, Great Minster House, 76 Marsham St, London SW1P 4DR, by 4 July 1996.

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## CORPORATE FINANCE EXECUTIVES

City

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This prestigious investment bank is widely recognised as one of the most successful and innovative in the field of International Corporate Finance. Continued growth has led to a number of positions at Executive level in the transaction-based teams.

The London office interacts on a regular basis with the world-wide network of offices and a large proportion of the deals are of a cross-border nature. Whilst encouraging a team orientated environment, individuals will be rewarded for contributing originality and creativity.

Applicants are invited from newly/recently qualified ACAs who can demonstrate an excellent academic track record, strong technical and analytical skills and an ambitious yet mature personality.

To discuss these opportunities in greater detail, please contact Jayne Bowtell or Richard Gander on 0171-405 4161. Alternatively send your CV to the address below.

FMS, 5 Broad's Buildings  
Chancery Lane, London EC4A 1DY  
Tel: 0171-405 4161 Fax: 0171-430 1140  
Email: 100621.2024@compuserve.com  
We have offices in London, Birmingham and Manchester



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## Off-shore

The reputation of this organisation as one of the world's leading private banks has been achieved through constant innovation, product development and bespoke wealth management.

The significant branch network, one of the largest groups of its kind in the world, is seeking a senior professional to co-ordinate and control the Internal Audit function of the off-shore region and thereby assist management in off-shore trust and fiduciary structures. Responsibilities will also include managing a variety of ad-hoc projects.

In your early to mid 30s, you are likely to be either a graduate qualified Accountant with considerable post-qualification experience within Financial Services or from a Financial Services Group within the profession, or a banking

## Regional Head of Internal Audit

to £50,000 plus benefits

professional with audit experience who is seeking to develop your career. The work is immensely challenging and dynamic in nature and therefore enthusiasm, self-motivation and creativity are as important as technical and analytical ability. You will also be able to demonstrate excellent communication and people management skills.

The significance of this position cannot be underestimated and career advancement within the group is assured upon success.

For further information in the strictest confidence, contact Ms Caroline Ford on 0171 240 1040 citing reference no. 2115/27. Alternatively, send or fax your resume on 0171 240 1062 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN.

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Crucial to this successful expansion is the effective integration of newly acquired companies. The Audit Team plays a central role in this process, focusing on high risk areas and identifying continual improvements in efficiency. Working closely with subsidiary Finance Directors, the 5-strong team acts as a catalyst for the introduction of change, carrying out pre- and post-acquisition reviews.

In addition the team seeks to ensure the leverage of best practice throughout the organisation, playing a key part in processing knowledge between business units. Members of the team also look at controls within existing businesses, gaining broad exposure to Head Office and subsidiaries, undertaking approx. 25-30% travel to Europe, the USA and Asia Pacific.

Following a series of promotions to senior line management positions, the team requires 2 additional members, who should be ambitious, bright young ACAs from a major practice. A good degree is essential, together with WP and spreadsheet skills and the ability to communicate effectively both orally and in writing. Successful candidates will probably have 2-3 years' ppe, but exceptional recently qualifieds will be considered. French, German or Spanish language skills would be an added advantage but are not essential; more important is the flexibility to be an effective team player yet be strongly self-motivated.

Career prospects in this growing, international environment are excellent and the rewards outstanding. The company operates a comprehensive training and development programme and in addition to an attractive salary and fully expensed car, benefits include health insurance, share option saving schemes and 5 weeks' holiday.

Interested applicants should post or fax a full CV quoting ref 161 to the address/fax number below. For more information contact us on 0171 242 9191 or during the evenings and weekends on 0171 251 8272 or 0181 607 9621.

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Self-motivation, enthusiasm and excellent communication skills are the key qualities that we expect from the decisive leader who will fill the post of Audit Manager in London.

Reporting to the Head of the Department, you will be required to plan and direct the process by which the Department assesses the way all significant operating risks are managed and controlled.

As well as Audit Management responsibilities you will work with the Head in the day to day management of the Department and take responsibility for staff development and team building.

Ideally you should have Audit experience in Card operations, possess appropriate professional qualifications, and have spent some time in a management capacity.

An attractive salary and benefits package will reflect your potential.

If you believe you've got what it takes to meet this exciting challenge, then please write to Annabelle Thornton at the address below before 27/6/96.

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Send detailed C.V. along with recent photograph, copies of qualifications, experience certificates, and reference letters, within 3 weeks to:

Head of Administration  
Institute of Banking Studies  
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13011 - Safat, Kuwait

## COOPERHEAT

FINANCIAL DIRECTOR (DESIGNATE) -  
NORTH WEST REGION

We are the UK based head office of an international group, recognised as a world leader in our technically specialised, site services industry.

Reporting to the Managing Director of the UK operating company you will be responsible for day to day financial management and control together with company secretarial functions but will be expected to rapidly expand your influence to include participation in the strategic development of the business across all disciplines. The opportunity will exist for subsequent appointment to the Board of the International Group company, with additional responsibility for co-ordination of financial planning and reporting within the group.

Candidates must be qualified accountants, ambitious and self-motivating with a practical, communicative style. Able to quickly master detail to effectively manage the function and then to further develop the department to improve the quality and timeliness of reporting and control. A hands on, committed approach to this challenging opportunity, within a successful and progressive organisation, will be essential. In return a salary of £32k-£35k with an excellent benefits package is envisaged.

Applications, to include a hand-written covering letter, curriculum vitae and detailed salary history, should be marked confidential and submitted to:  
The Managing Director, Cooperheat (UK) Ltd,  
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## EUROPE

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or write to Box A5886, Financial Times,  
One Southwark Bridge, London SE1 9HL

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